





# Sustainability Management Sub Plan



|   |  |   |                     |
|---|--|---|---------------------|
| <b>Project Name:</b>                        | Sydney Metro West  |   |                     |
| <b>Client Names:</b>                        | Sydney Metro   |   |                     |
| <b>Project Address:</b>                     | Delta will demolish buildings across the following sites:<br><ol style="list-style-type: none"> <li>1. Parramatta</li> <li>2. Clyde</li> <li>3. Westmead</li> </ol>                      |   |                     |
| <b>Project Description / Scope:</b>         | Delta Pty Ltd (Delta) is responsible for the full structural demolition of existing structures including removal of all hazardous materials of the Sydney Metro West Demolition Project. |   |                     |
| <b>Prepared By</b><br>CEnvP No. 1389        | Name:<br>Wayne Duffy   | Signature:<br><br> | Date:<br>20/08/2021 |
| <b>Reviewed By</b><br>(Project Manager)     | Name:<br>Angus Lumsden   | Signature:<br>   | Date:<br>23/08/2021 |
| <b>Authorised By</b><br>(Project Director): | Name:<br>Ben Shum  | Signature:<br>   | Date:<br>25/08/2021 |

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# 1 AUTHORISATION AND CONTROL

## 1.1 Authorisation

This Plan is authorised by the Project Director. All project personnel are to ensure that their work activities and those of Project Consultants, Contractors and Suppliers are carried out in accordance with the requirements of this Plan.

## 1.2 Distribution

This Plan is a Controlled Document and must be distributed and revised under the guidance of the Project Manager. People who hold Controlled copies are responsible for maintaining their copies up-to-date.

## 1.3 Revision

The Project Director will monitor the implementation of this Plan and review the need for change or improvements having due regard to:

- Change in work scope, client comments etc.
- Internal and external audits
- Suggestions and comments from project personnel
- Incidence and frequency of non-conformance
- Necessity for corrective or preventative action
- Legal Update and Requirements
- Review by Delta Groups Management team
- Annual Review

All changes must be formally approved by the Project Director. Changes to the recent revision will be highlighted.

The following table provides a record of amendments made to this document.

| <i>Rev</i> | <i>Date</i> | <i>Description</i>                | <i>Page</i>          | <i>Developed By</i> | <i>Approved By</i> |
|------------|-------------|-----------------------------------|----------------------|---------------------|--------------------|
| 0          | 18/08/2021  | Submitted for Sydney Metro Review | All                  | Wayne Duffy         | Ben Shum           |
| 1          | 13/10/2021  | Updated to satisfy comments       | All                  | Wayne Duffy         | Ben Shum           |
| 2          | 19/10/2021  | Updated to satisfy comments       | All                  | Wayne Duffy         | Ben Shum           |
| 3          | 08/11/2021  | Updated to address comments       | All                  | Wayne Duffy         | Ben Shum           |
| 4          | 25/11/2021  | Updated to address comments       | S. 6.4.4,<br>Table 3 | Wayne Duffy         | Ben Shum           |

### *Distribution Register*

| <i>Rev No.</i> | <i>Date of Issue</i> | <i>Name of Recipient</i> | <i>Position / Organisation</i>           |
|----------------|----------------------|--------------------------|--|
| 0              | 25/08/2021           | John Ieroklis            | Manager Environment                      |
| 1              | 13/10/2021           | Todd Solomon             | Principals Representative / Sydney Metro |
| 2              | 19/10/2021           | Todd Solomon             | Principals Representative / Sydney Metro |
| 3              | 08/11/2021           | Todd Solomon             | Principals Representative / Sydney Metro |
| 4              | 25/11/2021           | Todd Solomon             | Principals Representative / Sydney Metro |

## 2 INTRODUCTION

### 2.1 Purpose

This Sustainability Management Sub Plan (SMSP) has been prepared by Delta Pty Ltd (Delta) to comply with:

- The Minister for Planning Infrastructure and Environment's (DPIE) Conditions of Approval (CoA) for the demolition phase of the Sydney Metro West Project;
- Section 2.8 of the Sydney Metro West General Specification SM-21-00257367 (SMW-GS);
- Section 2.9 of the Sydney Metro West Particular Specifications (SMW-PS); and
- The Construction Environment Management Framework SM-20-00099351 (CEMF).

Delta has been engaged to carry out the demolition of buildings described in **Section 3.1**. The demolition of these buildings and structures is defined in this SMSP as "the Project".

This SMSP provides specific management measures to ensure that Delta's demolition works are carried out in a sustainable manner and, where possible, provide enhanced environmental outcomes.

Implementing the SMSP effectively will ensure that the Project meets regulatory and contract requirements in a systematic manner and continually improves its performance.

### 2.2 Scope of the SMSP

This SMSP addresses sustainability aspects and measures associated with the Project. It covers all areas where physical works will occur, or areas that may be impacted by the works, including procurement, demolition, and disposal, and is applicable over the full duration of the Project.

This plan forms part of the project management documentation that has been prepared in accordance with the requirements of the Contract. The Project will be guided by Delta's Integrated Management System (IMS). Delta's IMS is certified as meeting the requirements of:

- AS/NZS45001 Occupational Health and Safety Management Systems;
- ISO14001 Environmental management; and
- ISO9001 Quality Management Systems.

All Delta staff and subcontractors are required to comply fully with the requirements of this SMSP.

### 2.3 Policy and Objectives

As outlined in the Sustainability Policy found in **Appendix A**, Delta is committed to provide comprehensive, high-value-added solutions that balance growth and environmental protection, solutions that manage water sustainably, turn waste into a resource, and develop cleaner, more efficient recycling systems. This is consistent with the aspirations of the Sydney Metro West Environment & Sustainability Statement of Commitment which is found in **Appendix C**.

Delta's sustainability objectives of the Project are consistent with the Sydney Metro Environment and Sustainability Policy and include:

- Minimising our impacts and leave a positive environmental and social legacy by implementing robust environmental management measures throughout the project;
- Collaborating with stakeholders to improve and drive sustainable outcomes, including maintaining relationships with neighbours throughout the works; and
- Embedding sustainability into our activities by tracking and optimising resource efficiency for materials, energy, and water, and reducing waste.

## 2.4 Environment and Sustainability Commitment

Delta recognises the importance of environmental conservation and sustainability. We understand the importance of conducting our operations and delivering our products and services with the highest standard of environmental care and social responsibility. We commit to minimising pollution and contributing towards a sustainable future by achieving a balance between environmental, technological, economic and social objectives.

## 3 Project Description

### 3.1 Overall

The Sydney Metro West project is a new 24-kilometre metro line with stations confirmed at Westmead, Parramatta, Sydney Olympic Park, North Strathfield, Burwood North, Five Dock, The Bays, Pyrmont and Hunter Street in the Sydney CBD.

In order to enable the next phase of the overall Sydney Metro West Project, the Principal requires the demolition of all structures, and clearance of all vegetation (with the exception of riparian vegetation at Clyde) within three sites located in Clyde, Parramatta and Westmead. **Figures 2, 3 & 4** show each of the sites and specific buildings to be demolished.

Delta will be delivering the Parramatta, Clyde, and Westmead Enabling Works package. This package of works is generally broken down into the following stages including; site establishment works, service disconnections and relocations, hazardous materials (HAZMAT) removal, internal strip-out of structures, demolition of existing structures and site clearing. These stages of works will apply to each of the sites.

#### 3.1 Site establishment works

Site establishment works are required to facilitate the overall works and are generally considered to be relatively low impact works. These activities will generally be undertaken in accordance with the Sydney Metro West Low Impact Works approval pathway in accordance with MCoA A21 or under an approved Site Establishment Management Plan (SEMP) in accordance with MCoA A19. Any SEMP must be submitted to the Planning Secretary for approval one (1) month before the establishment of any ancillary facilities. Once the CEMP and relevant Sub Plans approved, any outstanding site establishment works will be managed in accordance with the project CEMP and relevant sub plans.

Site establishment works will generally include:

- Initial site investigations (e.g., specialist consultant inspections or surveys);
- Establishing perimeter security (e.g., installation of hoarding, fencing and boundary screening);
- Establishing environmental controls (e.g., erosion and sediment controls, and bat roosting boxes (if required));
- Salvaging any potential items identified by the Principal that may have heritage value; and
- Installation of site amenities and associated infrastructure (e.g., site sheds).

#### 3.2 Service disconnections and relocations

Each site has a number of services that require disconnection and/or relocation in order to facilitate the safe demolition of structures and future phases of work on the site. Service disconnection and/or relocation includes:

Service disconnection generally includes:

- Service location, generally using non-destructive techniques where appropriate;
- Accessing services via existing structures or via targeted excavation;

- Disconnecting relevant service in accordance with relevant requirements and approvals;

Relocating services generally includes:

- Service location, generally using non-destructive techniques where appropriate;
- Installing services via existing structures or via targeted excavation; and
- Connecting relevant service in accordance with relevant requirements and approvals;

### 3.3 Hazardous materials (HAZMAT) removal

Due to the age of various structures to be demolished, there are number of sites that have been identified to contain hazardous materials such as asbestos, lead paint and dust. This material identified through target surveys and will be safely removed by appropriately licensed removalists prior to undertaking the strip-out or demolition.

Hazardous materials removal works will generally include:

- Accessing the site;
- Establishing appropriate controls and exclusion zones for the hazard;
- Licensed removalist will use relevant tools to safely undertake the strip-out;
- Waste is managed and disposed to an appropriately licensed facility; and
- Validation of removal works by an appropriately qualified professional (e.g., Licensed Asbestos Assessor)

### 3.4 Internal strip-out of structures

To allow safe structural demolition, Delta will perform an internal strip-out of internal materials. This would include items such as; office furniture and internal fixtures and linings.

Internal strip-out works will generally include:

- Accessing the site;
- Using appropriate tools and machinery to remove items;
- Managing waste and recycling; and
- Making safe for the final demolition work.

### 3.5 Demolition of existing structures and site clearing

Delta has been engaged to undertake the demolition of all structures within the nominated sites down to slab level. Structural demolition works will generally include:

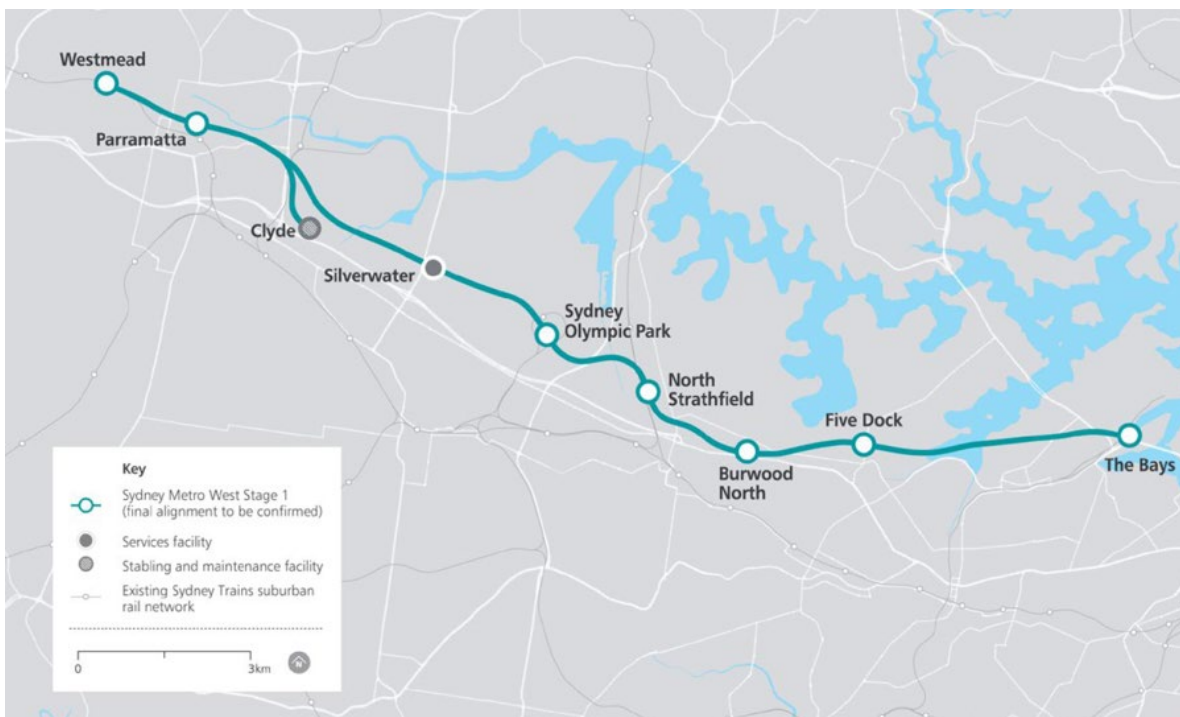
- Use of mechanical demolition methods e.g. Using Excavators with hydraulic attachments to demolish buildings.
  - Demolition will predominantly by completed top-down methodologies;
  - Mechanical demolition will be used either working from the slab on ground reaching up to the height of structure; or
  - Mechanical demolition with excavators working on top of the structure progressively demolishing level by level.
- Managing waste and recycling; and
- Making safe for handover.
- Using appropriate tools and machinery to demolish items;



- Managing waste and recycling; and
- Making safe for handover.

External site clearing of vegetation will be undertaken during demolition and/or concurrently with other stages of the works. Site clearing will generally include:

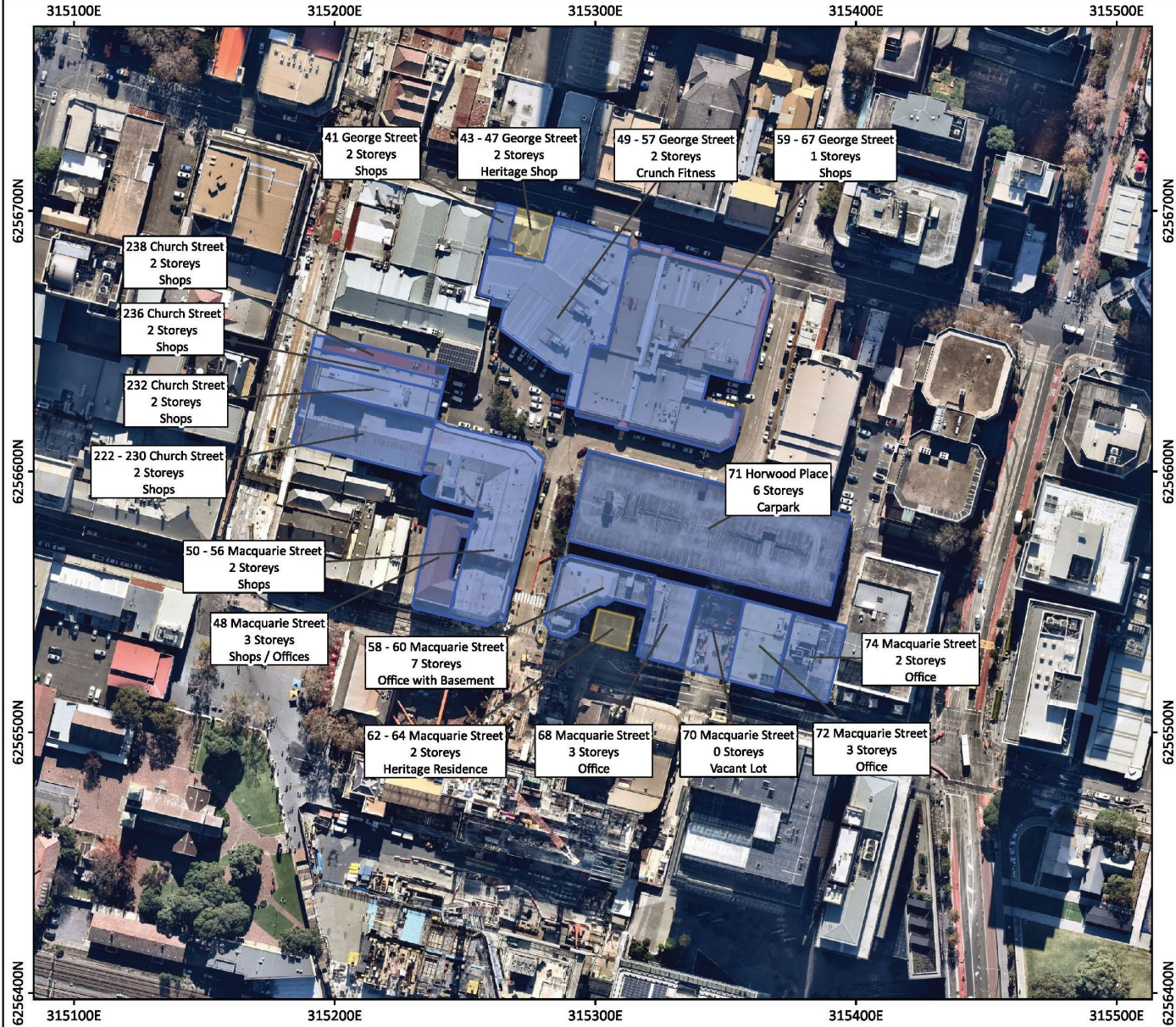
- Use of available machinery to remove vegetation;
- Use of an arborist to remove trees where there is a safety or ecological requirement (e.g., where there is potential to damage neighbouring buildings or structures to be retained or where an ecologist has noted it is as a requirement);
- Manage the waste; and
- Pre and Post Clearing inspections and reporting



**Figure 1 Sydney Metro West project**

Source: Sydney Metro

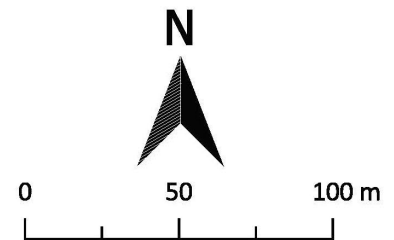




|                      |   |
|----------------------|---|
| Project Location:    | <b>Sydney Metro West<br/>Parramatta, NSW 2150</b> |
| Figure Number:       | <b>02</b>   |
| Title:               | <b>Sydney Metro West</b>                          |
| Project ID:          | <b>PRJ000712_Sydney_Metro_West</b>                |
| Client Name:         | <b>Delta Group</b>                                |
| Project Description: | <b>CEMP</b>                                       |

|            |                                    |
|------------|------------------------------------|
| Map Scale: | <b>1:2,100</b>                     |
| CRS:       | <b>GDA2020 / MGA zone 56</b>       |
| Source:    | <b>Source: Nearmaps 05/06/2021</b> |
| Prepared:  | <b>EW</b>                          |
| Reviewed:  | <b>WD</b>                          |
| Date:      | <b>16/08/2021</b>                  |

| Legend                   |  |
|--------------------------|--|
| Structure Type           |  |
| Heritage Building        |  |
| Scheduled for Demolition |  |



Disclaimer: Property Risk Australia Pty Ltd (PRA) compiled this map from numerous sources to provide a summary of spatial information for this project. This map is not prepared for or suitable for legal, engineering or surveying purpose.





Project Location:  
**Sydney Metro West,  
Clyde, NSW 2142**

Figure Number:  
**03**

Title:  
**Site Location & Regional Context**

ProjectID:  
**PJR000712\_Sydney\_Metro\_West**

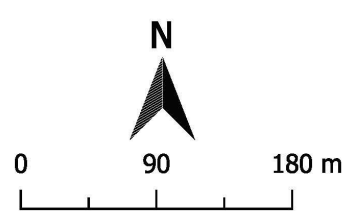
Map Scale: **1:4,000**

CRS: **GDA2020 / MGA zone 56**

Source: **NearMaps 01/06/2021**

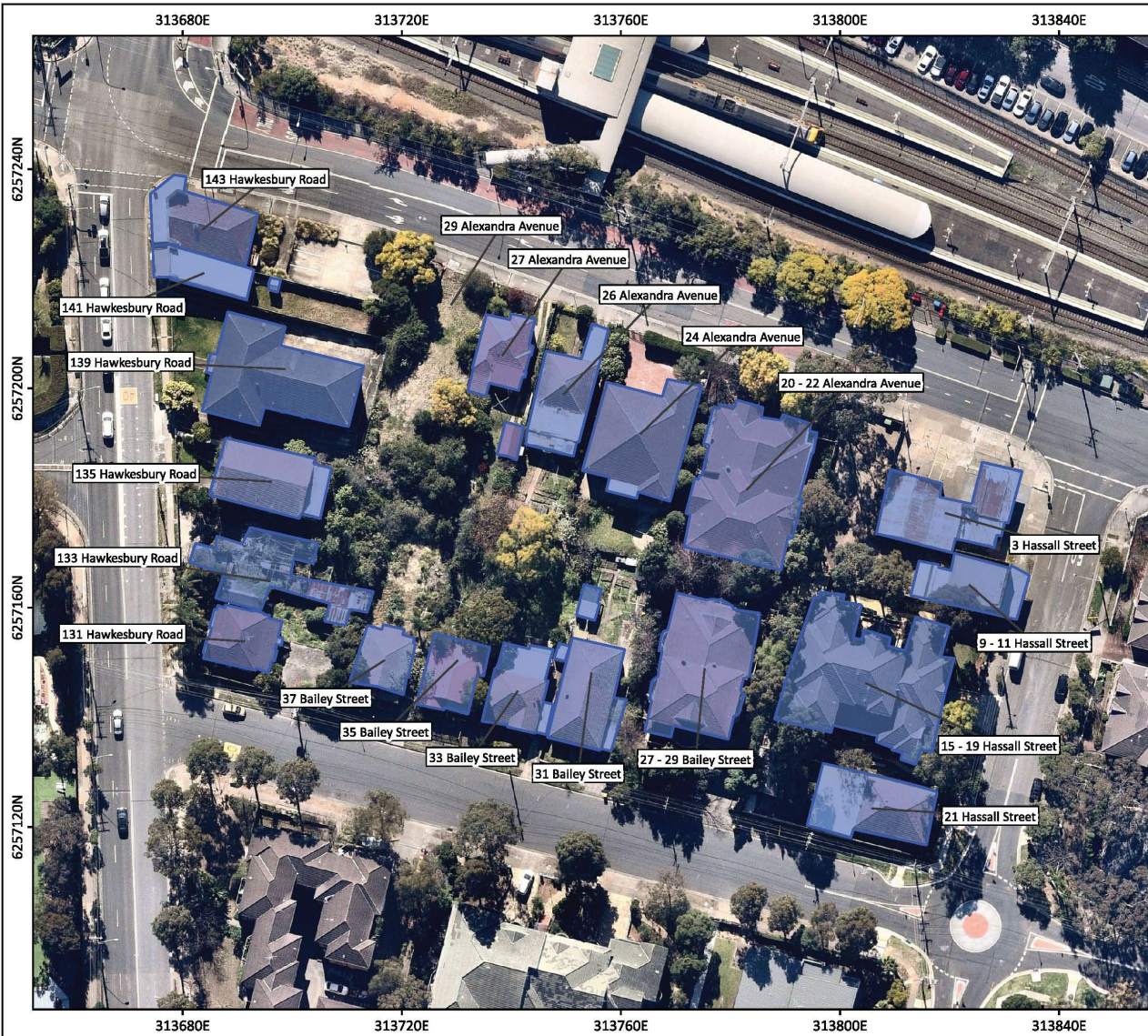
Prepared: EW    Reviewed: WD    Date: 16/08/2021

| Legend                   |   |
|--------------------------|---|
| Work Zone                |   |
| Portion 2                | <span style="display:inline-block; width:15px; height:15px; background-color:purple; border:1px solid black;"></span> |
| Portion 3                | <span style="display:inline-block; width:15px; height:15px; background-color:pink; border:1px solid black;"></span>   |
| Portion 4                | <span style="display:inline-block; width:15px; height:15px; background-color:green; border:1px solid black;"></span>  |
| Structure Type           |   |
| Heritage Building        | <span style="display:inline-block; width:15px; height:15px; background-color:yellow; border:1px solid black;"></span> |
| Scheduled for Demolition | <span style="display:inline-block; width:15px; height:15px; background-color:blue; border:1px solid black;"></span>   |



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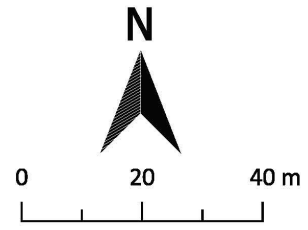




|   |                                    |
|---|------------------------------------|
| Project Location:                               |                                    |
| <b>Sydney Metro West<br/>Westmead, NSW 2145</b> |                                    |
| Figure Number:                                  | <b>04</b>                          |
| Title:  | <b>Sydney Metro West</b>           |
| Project ID:                                     | <b>PRJ000712_Sydney_Metro_West</b> |
| Client Name:                                    | <b>Delta Group</b>                 |
| Project Description:                            | <b>CEMP - Westmead</b>             |

|                |                             |
|----------------|-----------------------------|
| Map Scale:     |                             |
| <b>1:1,000</b> |                             |
| CRS:           | GDA2020 / MGA zone 56       |
| Source:        | Source: Nearmaps 05/06/2021 |
| Prepared:      | Reviewed:                   |
| EW             | WD                          |
| Date:          | 17/08/2021                  |

| Legend                   |   |
|--------------------------|---|
| Structure Type           |   |
| Scheduled for Demolition |  |



Disclaimer: Property Risk Australia Pty Ltd (PRA) compiled this map from numerous sources to provide a summary of spatial information for this project. This map is not prepared for or suitable for legal, engineering or surveying purpose.

## 4 REQUIREMENTS

### 4.1 Approval Documents

Delta notes that the Project must be carried out generally in accordance with the description provided in the EIS as amended by the Response to Submission Report (RtS), the Conditions of Approval (CoA) and the sustainability and climate change (SCC) Revised Environmental Management Measures (REMMs). The relevant REMMs addressed by this Sustainability Management Sub Plan are outlined in **Table 1** below.

**Table 1 Relevant Revised Environmental Management Measures**

| REMM | Relevant requirement   | Where addressed           |
|------|--|---------------------------|
| SCC1 | Sustainability initiatives would be incorporated into the detailed design and construction to support the achievement of the Sydney Metro West sustainability objectives.  | Section 6                 |
| SCC4 | An iterative process of greenhouse gas assessments and design refinements would be carried out during detailed design and construction to identify opportunities to minimise greenhouse gas emissions. Performance would be measured in terms of a percentage reduction in greenhouse gas emissions from a baseline inventory calculated at the detailed design stage. | Sections 6.2.4, 7.1 & 8.1 |
| SCC5 | 25 per cent of the greenhouse gas emissions associated with consumption of electricity during construction would be offset.  | Sections 6.2.2 & 6.2.3    |

### 4.2 Sydney Metro Requirements

Sydney Metro sustainability requirements are also provided within the CEMF, and the SMW-GS and SMW-PS documents. A summary of the relevant CEMF requirements addressed by this Sustainability Management Plan are outlined in **Table 2** below. The Sydney Metro West specification requirements outlined in SMW-GS and SMW-PS are address by topic within **Section 5**.

**Table 2 Relevant Sydney Metro CEMF Requirements**

| CEMF Section | Relevant requirement  | Where addressed          |
|--------------|---|--------------------------|
| 3.2a.        | Principal Contractors are required to prepare and implement a Sustainability Management Plan (SMP) relevant to the scale and nature of the Project Works.   | This Plan                |
| 3.2b.        | The SMP must, as a minimum, address and detail the following requirements.  | See below                |
| SMP1         | The relevant requirements of the Sydney Metro Environment and Sustainability Policy   | Section 2.3              |
| SMP2         | A sustainability policy statement   | Section 2.3 & Appendix A |
| SMP3         | The sustainability management team structure, including key personnel authority and roles of key personnel, lines of responsibility and communication, minimum skill levels of each role and interfaces with the overall project organisation structure | Section 5                |
| SMP5         | The carbon and energy mitigation measures as detailed in the environmental approval documentation that are applicable to the Project Works  | Table 1                  |
| SMP6         | The low carbon strategies and initiatives that will be implemented to minimise the carbon emissions   | Section 6                |
| SMP7         | The energy efficiency strategies and initiatives that will be implemented to minimise energy use  | Section 6.2              |
| SMP8         | Support innovative and cost-effective approaches to energy efficiency, low carbon renewable energy sources and energy procurement   | Section 6.1              |



| CEMF Section | Relevant requirement  | Where addressed          |
|--------------|---|--------------------------|
| SMP10        | The processes and methodologies for assurance, monitoring, auditing, corrective action, continuous improvement and reporting on sustainability performance  | Sections 7 & 8           |
| SMP11        | Process (or Processes) for compliance record generation and management  | Section 8                |
| SMP12        | The processes and methodologies which will be used to achieve the required scores under rating systems identified in General Specification Section 11 – Sustainability  | Sections 6, 7 & 8        |
| SMP14        | The strategies and initiatives that will be implemented to minimise overall water use, maximise the availability and use of non-potable water sources   | Section 6.2              |
| SMP17        | The strategy to reduce material use throughout the project life cycle   | Section 6                |
| SMP18        | The strategies and initiatives that will be implemented to maximise the use of recycled materials   | Section 6                |
| SMP19        | The strategies and initiatives to recycle and reuse materials onsite  | Sections 6.2, 6.3 & 6.4  |
| SMP20        | The strategies and initiatives to prioritise the use of materials with a lower embodied impact  | Section 6.1 & 6.2        |
| SMP22        | The strategies and initiatives to prioritise the use of low-VOC, low emission materials   | Section 6.5              |
| SMP23        | The use of sustainably sourced and certified timber and wood products   | Section 6.4.3            |
| SMP27        | Estimates of ‘Scope 1’, ‘Scope 2’, ‘Scope 3’ and total carbon emissions (Carbon Emission Targets) that incorporates direct and indirect emissions associated with electricity and fuel consumption, on-site process emissions and embodied emissions for all main materials used.   | Section 6.2              |
| SMP28        | Reporting of carbon and energy will be undertaken in accordance with the National Greenhouse and Energy Reporting Act 2007.   | Section 6.2.4 & 8        |
| SMP29        | The strategy and initiatives to influence subcontractors and materials suppliers to adopt sustainability objectives in their works and procurement  | Sections 6.1             |
| SMP30        | <p>A Sustainable Procurement Policy that must, as a minimum, include:</p> <ul style="list-style-type: none"> <li>The processes and procedures that will be used to provide environmental and social improvement</li> <li>The responsibilities of key project personnel with respect to the implementation of the policy</li> <li>Compliance record generation and management</li> <li>The processes and environmental and social criteria that will be used for the selection of Subcontractors</li> <li>The processes that will be used to ensure ethical sourcing of labour and materials</li> <li>Local sourcing</li> <li>Where equipment, materials or labour are procured from locations outside Australia, the processes that will be used to ensure human rights impacts and risks are identified and mitigated as well as processes to ensure compliance with modern slavery, and modern slavery reporting</li> </ul> | Section 6.1 & Appendix B |
| SMP31        | The retention of records detailing the consideration of sustainability in the procurement of all materials  | Section 8                |

### 4.3 Legislation, Guidelines and Other Documents

The primary guidelines and policy documents relevant to Delta’s SMSP include:

- *Waste Avoidance and Resource Recovery Act 2001;*
- *National Greenhouse and Energy Reporting At 2007;*
- DECC Waste Avoidance and Resource Recovery Strategy 2007;
- Transport for NSW Waste Reduction and Purchasing Policy;
- Delta IMS Procedure 29 Recycle Process Management;
- Delta IMS Procedure 38 Waste Management; and
- Delta IMS QF 029 Material Disposal Running Sheet.

## 5 ROLES AND RESPONSIBILITIES

Table 3 provides the key roles and responsibilities for sustainability under the SMSP.

**Table 3 Key Roles and Responsibilities**

| Project Role                                  | Responsibilities  |
|---|---|
| <b>Project Director</b>                       | <ul style="list-style-type: none"> <li>• Engaged full-time across each and all Packages and Portions throughout Delta’s Activities to ensure that Delta meets all Contract obligations.</li> <li>• Primary contact with the Principal's Representative on all aspects of the Project.</li> <li>• Approve and ensure implementation of this SMSP.</li> <li>• Approve monthly progress reports, including sustainability data and issue to the Principal.</li> </ul>  |
| <b>Project Manager</b>                        | <ul style="list-style-type: none"> <li>• Implement the SMSP.</li> <li>• Organise on-site personnel with regard to their responsibilities within the SMSP.</li> <li>• Identify key risks and opportunities to ensure high environmental management outputs.</li> <li>• Communicate with the principal contractor to reduce sustainability risks.</li> <li>• Carry out periodic audits of sustainability control processes.</li> <li>• Manage non-conformances and initiate corrective action as required.</li> <li>• Lead by example and promote sustainable management practices.</li> <li>• Prepare monthly progress reports, including sustainability reports, and follow up on recommendations.</li> </ul>   |
| <b>Demolition Site Manager</b>                | <ul style="list-style-type: none"> <li>• Implement the SMSP.</li> <li>• Provide advice and assistance on the SMSP to employees.</li> <li>• Decide when training is required.</li> <li>• Undertaking inspection of the contracted or planned works to ensure that SMSP measures are implemented and effective.</li> <li>• Lead by example and promote sustainable management practices.</li> <li>• Carry out weekly toolbox talks.</li> <li>• Manage the Site Folder and ensure all SMSP requirements are compiled, including water, power, fuel, and waste.</li> </ul>  |
| <b>Environment and Sustainability Manager</b> | <ul style="list-style-type: none"> <li>• Maintain the SMSP.</li> <li>• Ensure relevant information from this SMSP is incorporated into project inductions.</li> <li>• Assist Project Manager in the preparation of monthly progress reports, including relevant sustainability data</li> <li>• Identify opportunities for energy efficiency, greenhouse gas emission reductions, water efficiency, material efficiency and waste and recycling.</li> <li>• Support opportunities for energy efficiency, greenhouse gas emission reductions, water efficiency, material efficiency and waste aspects identified by others.</li> <li>• Communicate the requirements of this SMSP.</li> <li>• Ensure the requirements of this SMSP are addressed.</li> <li>• Identify the relevant legal, contractual, and other requirements as applicable to this Sub Plan and ensure they are addressed.</li> </ul> |

| Project Role                        | Responsibilities  |
|-------------------------------------|---|
|                                     | <ul style="list-style-type: none"> <li>• Provide training and support to procurement and administration personnel to enable them to collect and compile data from Delta, its suppliers and subcontractors, as required for Sydney metro reporting.</li> <li>• Ensure subcontractor documentation captures the requirements of this Sub Plan.</li> <li>• Conduct audits and inspections of the site and compliance with the SMSP.</li> <li>• Participate in Principal-led site audits.</li> <li>• Attend toolbox meetings and inductions.</li> <li>• Ensure that sustainability defects are identified, actioned and closed out.</li> <li>• Lead by example and promote sustainable management practices.</li> <li>• Respond to questions and enquiries from within the business or from clients regarding environmental management and sustainability.</li> </ul> |
| <b>Work Portion QSEAdvisors</b>     | <ul style="list-style-type: none"> <li>• Support the implementation of the SMSP at the site.</li> <li>• Conduct internal audits and inspections.</li> <li>• Assist in toolbox meetings and inductions.</li> <li>• Provide advice and assistance on sustainability matters to site personnel.</li> <li>• Lead by example and promote sound practices at every opportunity.</li> <li>• Attend on-site meetings to ensure QSE is raised for review.</li> <li>• Attend on-site meetings to ensure sustainability is raised for review.</li> </ul>   |
| <b>Environmental Representative</b> | <p>From commencement of construction until completion of construction, the approved ER will:</p> <ul style="list-style-type: none"> <li>(a) Receive and respond to communications from the Secretary in relation to the environmental performance of the CSSI;</li> <li>(b) Consider and inform the Secretary on matters specified in the terms of this approval; and</li> <li>(c) Consider and recommend any improvements that may be made to work practices to avoid or minimise adverse impact to the environment and to the community.</li> </ul>   |



## 6 SUSTAINABILITY MANAGEMENT

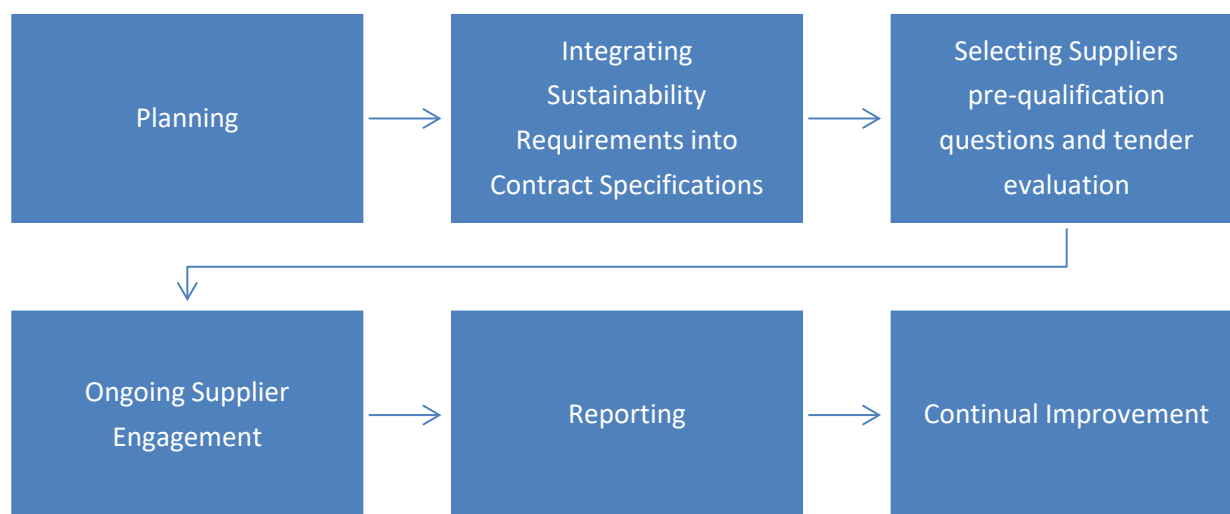
The overall sustainability management strategy to achieve the objectives listed in Section 2.3. Delta’s sustainability management strategy includes following:

- Utilising sustainable procurement processes;
- Avoidance and reduction of materials where unnecessary;
- Utilising reused and recycled materials where feasible;
- Substitution with low impact materials (e.g. low VOC products);
- Offsetting and/or use of “Carbon Neutral Products”.

This approach will help drive “best for project” outcomes by focussing on cost effective methods to reduce material impacts. Avoidance and reduction of materials will be prioritised as these will delivery cost savings to the project.

### 6.1 Sustainable Procurement Management

Delta has developed a procurement policy and process in line with ISO20400:2007. Deltas Sustainable Procurement Policy is found in **Appendix B**. Figure 5 outlines the overall process that will be implemented to ensure that sustainability objectives and targets are achieved.



**Figure 5 Sustainable procurement process**

#### 6.1.1 Planning

The Environment and Sustainability Manager will engage with the Procurement Team to understand the procurement process specific to this project, and to ensure steps are in place to achieve the sustainability objectives and requirements. This will include identifying key activities where sustainability personnel should be involved in the procurement process (i.e. tender evaluation).

#### 6.1.2 Contract Specifications

The contract specifications will be used to ensure sustainability requirements are included in Request for Tender (RFT) documents, and embedded into contract requirements. These will include clauses to achieve all contract requirements, as well as contribute towards the project sustainability performance targets. These clauses will include requirements for subcontractors to provide information to assist with demonstrating performance against these targets.

In addition, the suppliers will be required to confirm that operations are in accordance with the UN Global Compact principles and thus the International Labour Organization Fundamental Conventions through questions in the prequalification questionnaire and RTF questionnaire.

#### 6.1.3 Selecting Suppliers

The following steps will be involved in supplier selection process:

- During the tendering process, potential suppliers will be made aware of sustainability requirements through the detailed Sustainability Specification. Early engagement with key suppliers will be undertaken and sustainability requirements and opportunities will be discussed.
- In tender responses, potential suppliers will be required to respond to questions on sustainability performance. This includes compliance with the Sustainability Specification which will form a key part of the evaluation process. The tender questionnaire also includes questions around opportunities for collaboration on project innovations.
- During tender evaluation, quantitative multi-criteria analysis will consider environmental, social and financial aspects for selected high impact procurement categories. Opportunities for innovation and collaboration are also considered in tender evaluation.

#### 6.1.4 Ongoing Supplier Engagement

Contract Managers will work collaboratively with suppliers to identify opportunities for improved sustainability outcomes.

#### 6.1.5 Reporting

In addition to ongoing to the regular sustainability data reporting to the Principal, where improvements have been identified and implemented in association with procurement, they will be reporting the Monthly Progress Report to the Principal.

#### 6.1.6 Continual Improvement

Compliance with reporting and documentation requirements will be monitored through the project. Reviews will also be held with key supply chain partners to maintain a good relationship with suppliers – discussions may include feedback on their performance, reviewing any potential risks to both the supplier and the project and any non-conformances that require resolution.

### 6.2 Carbon and Energy Management

#### 6.2.1 Emission Sources

Activities that will be carried out at Delta’s Project sites and that have the potential to use significant amounts of energy or emit significant quantities of greenhouse gases (GHG) are:

- Construction compounds: diesel, petrol, oil, and electricity;
- Demolition activities: diesel and petrol;
- Material haulage: diesel and petrol; and
- Material reprocessing: diesel, petrol, and electricity.

GHG emission scopes include direct, indirect, and other emissions. The definitions and estimated quantities of these emission scopes are provided in below in **Table 4**.

**Table 4 Emission Scopes, Examples and Estimates**

| Scope | Emissions   | Examples  | Estimated Quantities  | Estimated Emissions   |
|-------|---|---|---|---|
| 1     | <p><b>Direct</b></p> <p>The consumption of fuels, oils, greases, gases and solvents on site.</p> <p>The combustion of fuel onsite leads to emissions being released within the site boundaries.</p> | <ul style="list-style-type: none"> <li>• Fuel used in heavy vehicles, plant and equipment on site</li> <li>• Fuel used in light vehicles on site</li> </ul> | <ul style="list-style-type: none"> <li>• 162.5 kL/month</li> <li>• 975 kL in total (based on approximately 5 months at the above monthly rate)</li> </ul>       | <ul style="list-style-type: none"> <li>• 2,650 t CO<sub>2</sub>-e in total</li> </ul> |
| 2     | <p><b>Indirect</b></p> <p>Consumption of electricity on site.</p> <p>Consumption occurs within the site boundaries, yet the emissions are generated</p>   | <ul style="list-style-type: none"> <li>• Electricity consumed within the site boundaries</li> </ul>   | <ul style="list-style-type: none"> <li>• 1000 kWh x 3 sites per month</li> <li>• 24,000kWh (based on an average of 8 months total duration per site)</li> </ul> | <ul style="list-style-type: none"> <li>• 19 t CO<sub>2</sub>-e in total</li> </ul>    |

|   |  |  |   |   |
|---|--|--|---|---|
|   | elsewhere (at the power generation facility).  |  |   |   |
| 3 | <b>Indirect – Other than Scope 2</b><br>Broader upstream and downstream emissions where the energy consumed and the emissions generated both occur outside of the site boundary. | <ul style="list-style-type: none"> <li>Transport of materials from site</li> </ul> | <ul style="list-style-type: none"> <li>TBC</li> </ul> | <ul style="list-style-type: none"> <li>TBC</li> </ul> |

**Notes:**

The estimated emissions provided above use the Emission Factors for electricity and diesel fuel provided in the NGER Emissions and Energy Threshold Calculator 2020-21.

### 6.2.2 Energy Efficiency Targets

Delta has adopted a number of energy efficiency targets based on Sydney Metro West – Particular Specification (SMW-PS), Sydney Metro West – General Specification (SMW-GS) and the Delta IMS.

**Table 5 Sydney Metro West Energy Efficiency Targets**

| Document            | Objective   | Target  |
|---------------------|---|---|
| SMW-GS<br>2.8.4 (a) | The Contractor must offset at least 25% of the Scope 1 and Scope 2 emissions, as defined in National Greenhouse and Energy Reporting (NGER), released in carrying out the Contractor's Activities through one or a combination of the following: <ol style="list-style-type: none"> <li>purchase of large-scale generation certificates;</li> <li>purchase of Australian Carbon Offset Credits; and/or</li> <li>purchase of renewable energy from an Australian Government accredited renewable energy supplier.</li> </ol> | <ul style="list-style-type: none"> <li>100% compliance.</li> <li>Compliance will include where Delta site offices are connected to a third-party electricity supply and metered.</li> </ul> |
| SMW-PS<br>2.9.2 (a) | The Contractor must ensure that all vehicles, plant and equipment, are: <ol style="list-style-type: none"> <li>selected and operated for optimum Energy efficiency;</li> <li>not left idling when not in use;</li> <li>fitted with catalytic converters, diesel particulate filters or equivalent devices where reasonable and feasible; and</li> <li>well maintained and serviced in accordance with relevant equipment maintenance documentation to reduce emissions due to poor engine performance.</li> </ol>           | <ul style="list-style-type: none"> <li>100% compliance.</li> <li>Compliance is measured against Delta's plant and equipment onboarding procedures.</li> </ul>                               |
| SMW-PS<br>2.9.2 (b) | The Contractor must investigate the feasibility of opportunities for using onsite sources of renewable energy during the Contractor's Activities.   | Committed   |
| SMW-PS<br>2.9.2 (c) | The results of the feasibility assessment must be documented in the first sustainability report. Refer to section 5.2.2 'Progress Report' of the General Specification which details all reporting requirements including environmental reporting and its sustainability criteria.  | Refer to section 5.2.2  |
| SMW-PS<br>2.9.2 (d) | The Contractor must implement all opportunities for onsite sources of renewable energy which will achieve a cost-benefit ratio greater than 1 during the Contractor's Activities.   | Committed   |

### 6.2.3 Control Measures

Delta will manage its emissions and energy usage through the following measures.

#### Fuels

Delta typically refuels its plant and equipment using a combination of mobile on-site refuelling tank trucks and permanent site-based tanks. The standard diesel used is extra low sulphur diesel. In addition to the use of extra low sulphur diesel Delta will continue to investigate the use of biodiesel fuel. Recent discussions (in the second quarter of 2021) with biodiesel suppliers have indicated that there is currently a very limited fleet (one) of biodiesel mobile refuelling tank trucks. Delta will continue to monitor this, and if biodiesel supply can be guaranteed to the project without risk of supply issues, delta will pursue this option as a more permanent supply. Where biodiesel is unavailable, Delta will use extra low sulphur diesel fuel.

Where manufacturer’s recommendations allow, Delta will fuel its petrol fleet and equipment using a minimum 10% blended ethanol mix.

Where safe to do so, plant and equipment will not be left idling when not in use.

Delta will source its on-site electricity requirements from a combination of mains power and diesel-powered portable generators. It is not feasible in some locations to connect to the mains power supply for site-based electricity needs in the short term.

Delta operates a small fleet of electricity powered excavators. Where feasible Delta would look to operate an electric powered excavator. These will be subject to specific safety and power requirements.

Where biodiesel or blended ethanol fuels are used their updated carbon emissions factors will be applied to the project reporting requirements in accordance with NGER 2021.

#### Electricity

Delta will only purchase new electrical equipment for use on the Project that has achieved the market average star rating described in the GREP, or, where no star ratings exist, has met the GREP E3 - Minimum Standards for New Electrical Appliances and Equipment.

This will include the purchase of new battery chargers, distribution transformers, space heaters/coolers, and water heaters for the Project, where applicable.

Where available and commercially feasible Delta will connect to the mains power supply for site-based electricity. Delta will offset 25% of its electricity needs through the purchase of renewable energy from an Accredited Renewable Energy Supplier.

### 6.2.4 Tracking and Reporting

Electricity supplies to temporary offices and compounds that is metered and invoiced will be tracked. A manual data collection scheme will be adopted as far as is reasonably practical to track the use of diesel and other liquid and gaseous fuels within the Project.

Energy usage data will be collected and reviewed on a monthly basis in order to:

- Calculate total energy consumption;
- Calculate total emissions;
- Track energy consumption and emission generation trends over time (broken down into Scope 1, 2 & 3 emissions); and
- Continually improve the Project by improving energy efficiency and reducing emissions. Fuel types, emissions data, and data collection methods are provided in **Table 6** below.

**Table 6 Emission Data Sources and Collection Methods**

| Emission Sources               | Fuel        | Party                             | Collection Method                          |
|--------------------------------|-------------|-----------------------------------|--|
| Site amenities                 | Electricity | Suppliers                         | Utility Supplier invoices                  |
| Site vehicles                  | Diesel      | Delta Subcontractors              | Fuel Cards Supplier Invoices<br>NGER forms |
| Stationary plant and equipment | Diesel      | Delta Suppliers<br>Subcontractors | Fuel Cards Supplier Invoices<br>NGER forms |

|  |                                   |                                   |  |
|--|-----------------------------------|-----------------------------------|--|
| Mobile plant and equipment   | Diesel                            | Delta Suppliers<br>Subcontractors | Fuel Cards Supplier Invoices<br>NGER forms |
| Other fuels - site vehicles,<br>stationary and mobile plant<br>equipment | ULP, LPG, and 10%<br>ethanolblend | Delta Suppliers<br>Subcontractors | Fuel Cards Supplier Invoices<br>NGER forms |

Delta’s subcontractor agreements will include provisions placing a responsibility on the subcontractor to report energy use and GHG emissions in accordance with requirements under the *National Greenhouse Emissions Reporting Act 2007* (NGER).

A list of subcontractors and work packages anticipated to consume material amounts of energy or generate GHG emissions from its activities will be maintained and updated each month during the delivery phase. For the purposes of this Project, materiality will be based on the value of the subcontract and anticipated volumes of fuel. Subcontractors anticipated to consume material amounts of energy are those anticipated to consume at least 200L of fuel/month on-site and whose subcontract value exceeds \$100,000 per year. For those subcontractors who do not exceed these thresholds, Delta will provide an estimate of the volume of fuels used and emissions. Delta’s works are carried predominantly by Delta personnel, and the requirement to provide such estimates will be limited to minor contracts such as truck and dog operators. This method of capturing fuel use data is unlikely to distort or impact the estimated emissions of fuel consumption on site.

The Quantity of fuel consumed will be reported monthly using the Sydney Metro Sustainability Reporting Template SME ES-FT- 429.

### 6.3 Water Efficiency

#### 6.3.1 Water Usage and Sourcing

Delta will source water from the mains supply and non-potable sources where available, including:

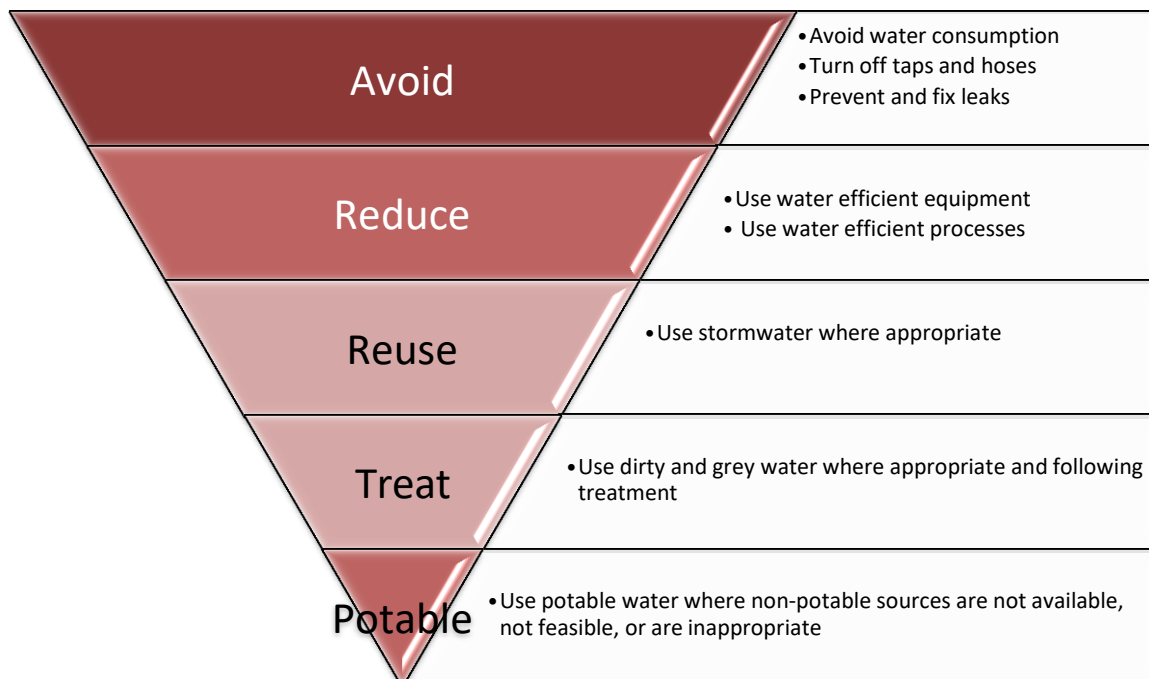
- Stormwater harvesting;
- Using water from recycled water networks where available; and
- Onsite water treatment and reuse.

Delta’s preference will be to use non-potable water over potable water, where available and appropriate to the use. The extent to which non-potable water may be used depends on occupational health, safety, and hygiene considerations, commercial feasibility, and the practicalities of the site, the plant and equipment to be used, and demolition methodology. Non-potable water lends itself to temporary works, such as dust suppression and wheel washes, and is not suitable for use in the office and lunchroom amenities.

More so, the extent to which non-potable water may be used depends on its availability from external sources, and the capacity of each site to capture and treat rainwater, stormwater, and dirty water.

All connections to the local potable water supply will be metered.

Regardless of these considerations, Delta will adopt a preferential water usage and sourcing strategy based on the following hierarchy:



**Figure 2 Water Source Hierarchy**

**6.3.2 Water Efficiency Targets**

Delta has adopted a number of water efficiency targets based on Sydney Metro West – Particular Specifications and the Delta IMS.

**Table 7 Water Efficiency Targets**

| SMW-PS      | Objective  | Target  |
|-------------|--|---|
| 2.9.3.1 (a) | The Contractor must minimise water demand including total water consumption and potable water consumption during the design and construction phase by: <ol style="list-style-type: none"> <li>i. using water efficient controls, fixtures and fittings;</li> <li>ii. harvesting rainwater wherever available;</li> <li>iii. using water from recycled water networks where available;</li> <li>iv. collecting, treating and reusing stormwater and wastewater; and</li> <li>v. metering and sub-metering water use.</li> </ol> | <ul style="list-style-type: none"> <li>• 100% compliance.</li> <li>• Imported site sheds will use water efficient fixtures and fittings</li> <li>• Where non-potable water sources are available and suitable, these will be utilised by Delta.</li> <li>• All potable water supplies will be metered.</li> </ul> |
| 2.9.3.1 (b) | The Contractor must not use potable water as a substitute for non-potable water where on-site or Local sources of non-potable water are suitable for the Contractor's Activities and are available.  | <ul style="list-style-type: none"> <li>• 100% compliance.</li> <li>• Where applicable, Delta will comply with GREP W3.</li> </ul>   |
| 2.9.3.1 (c) | The Contractor must ensure that all construction equipment requiring water are selected taking into account the water efficiency of the equipment and associated construction methodology.   | <ul style="list-style-type: none"> <li>• Imported site sheds will use water efficient fixtures and fittings</li> </ul>  |
| 2.9.3.1 (d) | The Contractor must ensure that water efficient construction methods are described in all construction method statements to be applied by the Contractor.  | <ul style="list-style-type: none"> <li>• Refer to Demolition Work plan</li> </ul>   |
| 2.9.3.1 (e) | The Contractor must meter the water supplied for the Contractor's Activities from both recycled water networks and potable sources in order to report against the targets set out in the General Specification and in the Particular Specification.  | <ul style="list-style-type: none"> <li>• 100% compliance.</li> <li>• All potable water supplies will be metered.</li> </ul>   |

### 6.3.3 Control Measures

A number of water efficiency measures will be adopted or considered for use at each of Delta’s sites. Final determination will depend on site considerations, availability, and commercial feasibility. These potential initiatives are listed in Table 8.

**Table 8 Water Efficiency Initiatives**

| Initiatives   | Hierarchy     |
|---|---------------|
| Leak detection included in daily and weekly inspections     | Avoid         |
| Water efficient fixtures in temporary offices and amenities | Reduce        |
| Harvesting of rainwater and stormwater                      | Reuse         |
| Dust control  | Reuse / Treat |
| Use in amenities  | Reuse / Treat |
| Use in wheel washes   | Reuse / Treat |
| Hardstand washing   | Reuse / Treat |

There is a high priority during demolition to reduce the impact on neighbouring properties and surrounding roads and thoroughfares. This will have the impact of reducing the Project footprint available at each demolition site, and the capacity of each for non-potable water capture and treatment. This in turn may limit the potential to carry out the above initiatives.

### 6.3.4 Tracking and Reporting

Potable water from standpipes and temporary offices and compounds that is metered and invoiced by Sydney Water will be tracked. Manual estimates will be used to track the use of non-potable water within the Project.

Water usage data will be collected and reviewed on a monthly basis in order to:

- Calculate total potable water consumption;
- Estimate total non-potable water consumption;
- Track water consumption trends over time; and
- Continually improve the Project by reviewing monthly water use data to assist in identifying opportunities for water efficiencies and reducing potable water demand.

The quantity of mains (potable) water consumed and of water consumed from other sources will be reported monthly using the Sydney Metro Sustainability Reporting Template SME ES-FT- 429.

## 6.4 Waste and Materials

### 6.4.1 Waste Generation and Materials Usage

Demolition activities will be carried out at Delta’s Project sites and have the potential to generate significant amounts of waste. However, the demolition activities are unlikely to use many materials. Materials used will be generally related to ensuring site safety and security (e.g., boundary fencing/hoarding), and site environmental controls (e.g., water for dust suppression).

Demolition will generate:

- Salvaged equipment, fittings and fit out materials which will be reused or recycled depending on the state of the equipment and the safety of salvage personnel;
- Concrete and reinforcement – ready mixed concrete, pre-cast concrete, and steel reinforcing;
- Structural steel and post-tensioned steel, galvanised steel, steel rails;
- Non-ferrous metals, such as aluminium and copper; and
- Other materials, such as bricks and tiles, timber, glass.

### 6.4.2 Waste and Materials Efficiency Targets

Delta has adopted a number of waste and materials efficiency targets based on Sydney Metro West – Particular Specification and the Delta IMS.

**Table 9 Waste and Materials Efficiency Targets**



| SMW-PS      | Objective  | Target   |
|-------------|--|--|
| 2.9.3.2 (a) | The Contractor must identify and implement waste minimisation initiatives and material selection strategies to minimise the embodied carbon and lifecycle impacts of waste and materials associated with the Contractor's Activities.  | <ul style="list-style-type: none"> <li>100% salvaged where practical.</li> </ul>   |
| 2.9.3.2 (b) | The Contractor must: <ol style="list-style-type: none"> <li>minimise the generation of waste; and</li> <li>demonstrate through design refinement, construction planning and construction methods, waste minimisation, recycling and resource recovery.</li> </ol>  | <ul style="list-style-type: none"> <li>100% salvaged where practical.</li> <li>Report to the Principal.</li> </ul>   |
| 2.9.3.2 (c) | The Contractor must ensure that at least 95% of inert and non-hazardous construction waste by weight, excluding spoil, and at least 60% of office waste is recycled or alternatively beneficially reused.  | <ul style="list-style-type: none"> <li>95% of inert and non-hazardous construction waste by weight, excluding spoil</li> <li>60% of office waste is recycled or alternatively beneficially reused</li> </ul> |
| 2.9.3.2 (d) | The Contractor must identify and implement opportunities for recycling and reuse of non-putrescible general solid wastes, other than construction and demolition waste and office waste, during the Contractor's Activities.   | <ul style="list-style-type: none"> <li>90% diversion of non-putrescible general solid wastes which meet the requirements for resource recovery.</li> </ul>   |
| 2.9.3.2 (e) | The Contractor must investigate packaging take-back arrangements with suppliers and implement these where feasible.  | <ul style="list-style-type: none"> <li>N/A, not a significant component of the works.</li> </ul>   |
| 2.9.3.2 (f) | The Contractor must use compostable or reusable temporary erosion control devices where practicable  | <ul style="list-style-type: none"> <li>Compostable or reusable temporary erosion control devices will be installed where practicable</li> </ul>  |
| 2.9.3.2 (g) | The Contractor must avoid the production of Hazardous Waste where practicable.   | <ul style="list-style-type: none"> <li>The production of Hazardous Waste to be avoided where practicable.</li> </ul>   |
| 2.9.3.2 (h) | The Contractor must implement the following waste management measures: <ol style="list-style-type: none"> <li>provide co-mingled recycling bins adjacent to all general waste bins;</li> <li>provide separate bins for storage of specialist waste streams, including oil, electrical and electronic waste, and equipment waste; and</li> <li>provide sufficient on-site storage space for the safe storage of recyclable waste and general waste prior to collection for treatment and disposal.</li> </ol> | <ul style="list-style-type: none"> <li>Measures for segregating wastes to be provided on-site where required.</li> </ul>   |

#### 6.4.3 Control Measures

Delta carries out its waste management activities in accordance with its Environment Policy and the requirements of the Project Waste Management Sub Plan. Delta will always seek to reuse, recycle, or reprocess demolition wastes that it generates, or to deliver the wastes to an appropriately licensed third party that will reuse, recycle, or reprocess those wastes, rather than dispose of them to landfill. Delta expects that the proportion of materials diverted from landfill to meet Sydney Metro's diversion target of at least 95% of demolition waste (by weight) from landfill.

For work related to the removal of equipment, fittings and fit out materials from buildings, Delta will salvage, reuse, and recycle equipment, fittings and materials to the maximum extent practicable, and provide a report to the Principal's Representative on how this has been accomplished. Delta defines salvageable as materials worth rescuing and keeping for reuse or resale rather than discarding.

In addition to this overall target, Delta's diversion targets for segregated materials are:

- Reusable spoil 100% (where applicable);
- Paper and cardboard: 100%;
- Printer cartridges: 100%;
- Salvageable office furnishings: 100%;
- Concrete: 100%;
- Masonry: 100%; and
- Steel: 100%.
- Recyclable glass, metals, plastics: 100%

During vegetation clearing Delta will:

- Investigate the re-use of mulch with nearby stakeholders; and
- Where agreed, identified tree hollows be relocated to appropriate natural areas from within the same local council areas.

Where timber or wood products are required for boundary hoardings for site security and safety, it will be sourced from either:

- Re-used timber;
- Post-consumer recycled timber;
- Forest Stewardship Council (FSC) certified timber sourced within Australia;
- Programme for the Endorsement of Forest Certification (PEFC) certified timber sourced within Australia.

#### 6.4.4 Tracking and Reporting

Delta will track its waste generation, reuse, recycling, and disposal in accordance with the Waste Management Sub Plan. Delta will use QuickTans to enter data on its materials usage and waste generation.

The quantity of waste reused or recycled and quantity disposed to landfill will be reported monthly using the Sydney Metro Sustainability Reporting Template **Appendix D**. The quantity of materials salvaged for reuse or recycling will also be reported in **Appendix D**.

### 6.5 Volatile Organic Compounds (VOCs)

#### 6.5.1 VOC Generation

Demolition activities will be carried out at Delta's Project sites and are unlikely to have the potential to generate significant amounts of VOCs. Generally, VOCs would be associated with fit out of buildings for final habitation. Delta's scope is limited to demolition of structures, which includes providing temporary worker accommodation and site boundary hoarding which may require paints, sealants and adhesives.

#### 6.5.2 Reduction Strategy

In order to minimise potential VOCs associated with Delta's activities the following measures would be implemented:

- Use of existing structures and pre-fabricated site sheds to minimise fit out requirements and therefore finishes containing VOCs;
- Where required, use of low VOC paints, finishes, sealants and adhesives and zero or low formaldehyde emission composite wood products (as defined in the Green Star Design and As Built Sydney Metro Rating Tool).
- All surface coatings used by Delta will comply with the Australian Paint Approval Scheme (APAS) volatile organic compounds limits.

## 7 MONITORING AND AUDITING

### 7.1 Integrating Sustainability

Delta's Demolition Management Plan, demolition method, and key demolition planning documentation include sustainability measures related to the demolition process to ensure the demolition team and key subcontractors incorporate sustainability factors into their construction plans and documentation.

Sustainability is a component of Delta's personnel training, including the site induction, pre-start briefings, and toolbox talks. The Environment and Sustainability Manager will attend selective team briefings and meetings when environmental or sustainability issues or outcomes are involved. The Site Manager and Environment and Sustainability

Manager will also participate in problem-solving discussions to facilitate understanding of sustainability requirements and progressively influence sustainability outcomes throughout the Project. Delta has a strong sustainability culture that underpins every aspect of its demolition works.

The Environment and Sustainability Manager will monitor sustainability performance and collect data and evidence during the Project in order to comply with Sydney Metro requirements and demonstrate compliance with the Contract. **Table 10** describes how sustainability processes, methods and initiatives will be embedded into Delta’s processes. This will be documented in the Monthly Progress Report.

**Table 10 Integrating Sustainability into Delta Processes**

| Phase                             | Activity                         | Actions   |
|-----------------------------------|----------------------------------|---|
| Training and awareness            | Inductions                       | <ul style="list-style-type: none"> <li>Include sustainability requirements in site induction</li> </ul>   |
|                                   | Site Manager briefings           | <ul style="list-style-type: none"> <li>Provide briefings on sustainability requirements to key site personnel</li> </ul>  |
| Planning and delivery             | Procedures                       | <ul style="list-style-type: none"> <li>Include sustainability actions in IMS procedures</li> </ul>  |
|                                   | Responsibility and leadership    | <ul style="list-style-type: none"> <li>Appoint Environment and Sustainability Manager</li> </ul>  |
|                                   | Share lessons learned            | <ul style="list-style-type: none"> <li>Promote sustainability lessons during toolbox talks</li> </ul>   |
| Monitoring, reporting, and review | Monitor data                     | <ul style="list-style-type: none"> <li>Collect relevant data and track trends</li> </ul>  |
|                                   | Report on performance            | <ul style="list-style-type: none"> <li>Prepare Monthly Progress Report including sustainability data and submit to the Principal</li> <li>Prepare and submit the Greenhouse Gas Inventory Report</li> <li>Prepare and submit the diesel inventory report</li> </ul> |
|                                   | Facilitate continual improvement | <ul style="list-style-type: none"> <li>Support opportunities for energy efficiency, greenhouse gas emission reductions, water efficiency, material efficiency and waste aspects.</li> </ul>   |
|                                   | Sustainability audit             | <ul style="list-style-type: none"> <li>Audit sustainability initiatives and report</li> </ul>   |

## 7.2 Sustainability Inspections

Delta will carry out surveillance of environmental mitigation measures in accordance with Procedure 24 Inspection, Monitoring and Measurement in the Delta IMS. Daily Pre-starts are carried out by the Site Manager, and recorded on Safety and Environmental Form SEF 047 Site Diary - Daily pre-start.

Regular site inspections are carried out by the Site Manager, and recorded on SEF 049 Site Inspection Report. Site inspections cover the whole of the Portion, including the site perimeter, and assess sustainability as well as progress, risk, opportunities, and quality, safety, and environmental aspects of the Project.

Periodic inspections by Delta’s Environmental and Sustainability Manager (or delegate) will be carried out to verify the adequacy of all environmental measures. This will be documented in SEF 049 Site Inspection Report.

A timetable of site inspections is provided in **Table 11** below.

**Table 11 Site Inspection Timetable**

| Inspection               | Frequency | Content                      |
|--------------------------|-----------|------------------------------|
| Daily Pre-start          | Daily     | Safety, environment, quality |
| Site Inspection          | Weekly    | Safety, environment          |
| Environmental Inspection | Weekly    | Environment                  |
| ER Inspection            | Weekly    | Environment                  |

## 7.3 Sustainability Audits

Delta carries out routine safety, environmental, and quality audits of all of its projects. Sustainability will be incorporated into these in accordance with Delta’s IMS Procedure AUD 005 Audit Environmental and as a component of this SMSP.

Where Delta performs compliance audits of its systems and procedures, the Principal will be invited to participate in the audit planning and oversee conduct of the audit. Delta will later provide a copy of the audit report to the Principal.

Where sub-contractors are employed to deliver aspects of the Project, Delta will require its audit and surveillance requirements are maintained by the sub-contractor, and provide evidence that the sub-contractor’s activities are being

effectively overseen by Delta. If requested by the Principal, Delta will provide evidence of the effective implementation of management systems and procedures by its sub-contractors.

Delta’s management plans, systems, and processes will be subject to audit and surveillance by the Principal to gain assurance that Delta has established effective management systems and processes to meet the requirements of the Contract. The Principal may utilise its own auditors and surveillance officers to perform these activities, supported by subject matter experts where relevant.

The audit and surveillance activities may include risk-based compliance testing, desktop review of documentation, inquiry and observation of activities, or review of developing processes or activities.

Delta will be cooperative in assisting the Principal’s auditors and surveillance officers in undertaking their duties. This will include providing safe access to sites, systems and documentation, providing facilities to perform audits and surveillance, and the participation of Delta and Subcontractor representatives as required.

A timetable of site audits is provided in **Table 12**.

**Table 12 Site Audit Timetable**

| Inspection             | Frequency                         | Content   |
|------------------------|-----------------------------------|---|
| Internal HSEQ Audit    | Monthly                           | Safety, environment (including sustainability), quality   |
| Internal Project Audit | Monthly                           | Project objectives<br>Project specific management plans and procedures (including sustainability) |
| Principal’s Audit      | As determined throughout contract | Project management plans, systems, and processes  |

## 7.4 CORRECTIVE AND PREVENTATIVE ACTIONS FOR CONTINUOUS IMPROVEMENT

Delta will document and detail any non-compliances arising out of the monitoring, inspection and audit regime. The Principal will be made aware of all non-compliances in a timely manner. The Principal may also raise non-compliances against Delta’s sustainability commitments and requirements.

Non-compliances will be investigated, closed out, and evidence provided using the Corrective Action Report SEF 005. Details of the non-compliance will be recorded in the Action Register SEF 024. The Action Register will be updated and made available to the Principal whenever a non-compliance notice is generated.

The Project Manager and/or QSE personnel are responsible for issuing CARs to the relevant management representative and closing out non-compliances.

On receipt of a CAR, the management representative will;

- Assess the non-conformance to determine how the non-conformance occurred;
- Develop, where possible, a revised method of carrying out works to ensure that the same non-conformance does not re-occur;
- Regularly check operational methods following the implementation of corrective action to ensure revised methods of works are effective; and
- Submit all details of corrective actions implemented for all non-conformances to the Client’s Environmental Manager or nominated representative.

A Non-conformance Report (SEF 052) will be raised and issued to the Principal for information.

Records of all corrective and preventative actions taken by Delta under the Contract and audits of such actions will be reported to the Principal in the Monthly Report in accordance with SMR PA. The implementation status of corrective actions (open and overdue) will be reported, along with justification for overdue actions.

## 8 SUSTAINABILITY REPORTING AND REVIEW

### 8.1 Monthly Sustainability Report

Delta will provide the Principal a sustainability section within the Environmental Management section of the Monthly Progress Report by the first Business Day of each calendar month including progress information to the 25<sup>th</sup> day of the preceding calendar month and in a dashboard format or as required by the Principal. The sustainability section will include:

- a summary of performance in meeting sustainability requirements and targets, which includes the identification of areas of actual or potential non-compliance
- data on resource consumption, carbon emissions, waste recycling and disposal, spoil management and concrete mixes in the form of a completed 'Sydney Metro Sustainability Reporting Template' (SME ES-FT- 429) provided in **Appendix D**;
- an inventory of non-road diesel powered vehicles used for the Contractor's Activities using the 'TfNSW Air Emission Data Collection Workbook' (9TP-FT-439) provided in **Appendix E**; and
- A summary of any identified opportunities to minimise greenhouse gas emissions for the month. Performance would be measured in terms of a percentage reduction in greenhouse gas emissions from a baseline inventory calculated in **Table 4**.

The following information will be reported in SME ES-FT- 429:

- Electricity consumed (kWh);
- Fuel types and volumes of fuels consumed;
- Electricity offsets purchased;
- Estimated greenhouse gas emissions (scope 1, 2 & 3)
- Types and quantities of waste generated;
- Types and quantities of waste reused or recycled;
- Types and quantities of waste disposed to landfill;
- Types and quantities of materials salvaged for reuse; and
- Source and quantity of water used.

The report will be prepared using reporting template SME ES-FT- 429 provided in **Appendix D**.

## 8.2 Records and Compliance

Delta will retain records of all reporting activity in the site files relevant to each Portion and in accordance with its IMS Procedure 05. Reports will be made available in a timely manner to the Principal (or their representative) as required in the Contract or on request.

Delta will meet the Principal's reporting requirements by maintaining appropriate records of:

- Site inspections, audits, monitoring, reviews or remedial actions;
- Documentation as required by performance conditions, approvals, licences, and legislation;
- Modifications to site environmental documentation; and
- Other records as required by the CEMF.

Records will be retained onsite for the duration of works, and will be retained by Delta for a period of at least seven (7) years following completion of the Project.

Compliance reports detailing the outcome of any environmental surveillance activity, including internal and external audits will be prepared by Delta's Environmental and Sustainability Manager (or delegate). These reports will be submitted to the Principal as required.

## 8.3 Management Plan Review

Senior Management will review the Delta SMSP on an annual basis to ensure its continuing suitability, adequacy and effectiveness. The management review will include an assessment of opportunities for improvement and the need for changes to the Plan, including sustainability policy and objectives and targets. Records of management reviews will be retained. The revised SMSP will be submitted to Sydney Metro for comment.

The annual review will be managed in accordance with Delta's IMS Procedure 22 Management Review. The review will take into account:

- Results of internal and external audits and inspections;
- Reports, analyses and minutes;
- Documented advice from Government Authorities;
- Ideas from employees and other site personnel;
- Decisions on corrective and preventive measures.

## APPENDIX A: DELTA SUSTAINABILITY POLICY

## SUSTAINABILITY POLICY (10)

The Delta Group goal is to provide comprehensive, high-value-added solutions that balance growth and environmental protection, solutions that manage water sustainably, turn waste into a resource, and develop cleaner, more efficient recycling systems.

Delta's business strategy is guided by five elements: our business, our customers, our people, our environment and our community. These elements shape all aspects of Delta's future performance, and our corporate policies and practices are linked to delivering excellence in one or many of them.

Delta is committed to:

1. Being ethically responsible, to create value in what we do, and to use sound risk and hazard management principles in conducting our business. As part of its 'non-negotiables' Delta will comply with all relevant legislation including pollution prevention and will strive to develop and improve our integrated business management system to support a consistent and disciplined approach to business processes. We will ensure that appropriate resources (both internally and externally) are utilised to assist in achieving our goals.
2. Partnering in innovation and to understand and support our customers in achieving their business objectives.
3. Attracting and retaining diverse and talented employees. This will include providing development opportunities, so our employees are continually learning, communicating, providing workplace consultation, and creating an 'Always Safe' workplace, with an aspiration of no workplace injury or illness for our employees, visitors and contractors.
4. Continually designing and implementing sustainable solutions to develop access to resources and to protect and replenish them. Additionally, Delta is committed to providing environmental leadership in its operations and solutions, which includes the management of its own environmental impacts, improving waste, water, energy and carbon outcomes, as well as protecting and conserving biodiversity and natural capital.
5. Working closely with local communities to achieve shared and lasting outcomes. Additionally, Delta will engage with government, policy makers, advocacy groups, industry associations and other stakeholders in the areas which we operate to create better value and outcomes in sustainable practices.

All managers, employees, contractors and visitors are responsible for being aware of, and complying with this policy.

Signed



Jason Simcocks  
CEO - Delta Group

### AUSTRALIA WIDE

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## APPENDIX B: DELTA SUSTAINABLE PROCUREMENT POLICY

## Sydney Metro West - Sustainable Procurement Policy

This Policy sets out the sustainable procurement commitments for the Delta Enabling Works Package of the Sydney Metro West works building on Delta's Sustainability Policy. This Policy aligns with ISO2400:2017 Sustainable Procurement - Guidance, the Sydney Metro Construction Environment Management Framework; and the Sydney Metro Environment & Sustainability Statement of Commitment.

By working collaboratively with subcontractors, consultants, suppliers and Sydney Metro we will:

- Integrate environmentally, socially and economically responsible sourcing and governance factors into the projects operating and procurement processes.
- Seek opportunities to collaborate with the supply chain to drive innovation and create mutual value;
- Inform potential suppliers of the projects sustainability requirements and embed sustainable procurement requirements and penalties into contract documents;
- Ensure sustainability is considered in the supplier selection process;
- Monitor key supply chain partners by requiring partners to periodic report against sustainability performance metrics and record compliance with project requirements;
- Where possible procure services and materials locally to reduce transport emissions, support local businesses and provide jobs and upskilling of the local labor forces;
- Seek compliance with all relevant laws and regulations including the Modern Slavery Act 2018, the International Labour Organisation's Fundamental Contentions and the "Ten Principle's" of the UN Global Compact
- Embed Initiatives aimed at improving participation of local businesses and small and medium enterprises (SME) in the Workforce Development and Industry Participation Strategy; and
- Encourage, recognise and reward initiatives and innovations that achieve the best sustainability outcomes and drive positive change in the supply chain.

The Project Director and Commercial Manager will be responsible for upholding this policy and embedding sustainability into the procurement process. All staff, sub-contractors and suppliers will be required to abide by this policy and the associated procurement processes. Compliance records will be documented and any non-conformances with this Policy will be addressed.

## **APPENDIX C: ENVIRONMENT & SUSTAINABILITY STATEMENT of COMMITMENT (SYDNEY METRO)**

# Environment & Sustainability Statement of Commitment

Sydney Metro will deliver great services, places and transport infrastructure for our customers while protecting the environment, contributing to economic prosperity and delivering social benefits for the communities we serve. We have a duty to undertake our activities in the interest of the greater good, to move beyond compliance and be a genuine leader in both environmental management and sustainability.

Sydney Metro is committed to:

- Minimising our impacts and leaving a positive environmental and social legacy;
- Delivering a resilient asset and service for our customers;
- Collaborating with stakeholders to innovate and drive sustainable outcomes; and
- Embedding sustainability into our activities;

To deliver on these commitments Sydney Metro will:

## Leave an environmental and social legacy

- Protect the environment, prevent pollution and comply with legal and other requirements.
- Manage resources and waste efficiently, exploring opportunities to minimise waste, use recycled and low impact materials and reduce our environmental footprint.
- Promote a diverse and inclusive workforce and supply chain, build capability and capacity within industry, and increase Aboriginal participation.
- Responsibly minimise environmental and social risks in our supply chain.
- Create liveable places that are well integrated and promote active and sustainable transport.
- Conserve and enhance the natural environment and our built and cultural heritage.
- Work collaboratively with delivery partners to provide social benefits to the communities in which we work.

## Drive resilience

- Tackle climate change and contribute to the NSW Government target of net zero emissions.
- Deliver Sydney Metro assets and operations that are resilient to a changing climate, and work with stakeholders to proactively respond to emerging challenges and opportunities.
- Promote the greening of our cities to help combat the 'urban heat island' effect.

## Collaborate to deliver sustainable outcomes

- Align with and respond to Transport for NSW policy and other NSW Government priorities.
- Establish and maintain positive relationships with communities and stakeholders to harness local knowledge and maximise opportunities to add value across the project lifecycle.
- Collaborate and consult with Aboriginal stakeholders to understand how we can best respect and celebrate Aboriginal cultural values including Designing with Country.
- Provide industry leadership by setting benchmarks, encouraging innovation and driving continual improvement with our delivery partners.
- Increase environmental awareness amongst staff and customers to drive more sustainable behaviours.

## Embed sustainability

- Establish robust objectives and targets that are measureable and take into account whole-of-life considerations.
- Maintain an environmental management system that is integrated into our projects and continually improved to enhance environmental performance.
- Apply effective assurance processes to monitor environment and sustainability performance including ensuring accountability, incentivising beyond compliance behaviours and implementing corrective actions as required.
- Embed sustainability considerations into key project decisions across the project lifecycle.
- Provide appropriate training and resources to meet our obligations and commitments.
- Publicly report on sustainability performance.



**Jon Lamonte**  
Chief Executive, Sydney Metro

## APPENDIX D: SUSTAINABILITY REPORTING TEMPLATE (SYDNEY METRO)

# Sydney Metro Sustainability Reporting Template



| <b>Contract:</b>  |  |                                  |               |                          |
|---|--|----------------------------------|---------------|--------------------------|
| <b>Instructions:</b>  | The Contractor must provide the sustainability performance data specified below to TfNSW on a monthly basis. |                                  |               |                          |
| <b>Reporting month/year:</b>  | (Contractor to complete)   |                                  |               |                          |
| Metric  | Type   | Unit                             | Monthly total | Cumulative total to date |
| Electricity consumed  | -  | kWh                              |               |                          |
| Electricity Offsets purchased   | Contractor to specify  | Contractor to specify            |               |                          |
| Volume of fuel consumed   | Petrol   | kL                               |               |                          |
|   | Diesel   | kL                               |               |                          |
|   | Other (Contractor to specify)  | kL                               |               |                          |
| Types and Quantity of waste generated (exclude excavation materials)          | Building and Demolition waste (B&D)  | tonnes                           |               |                          |
|   | GSW (putrescible or non-putrescible) - other than B&D waste  | tonnes                           |               |                          |
|   | Contaminated waste (waste other than B&D and GSW)  | tonnes                           |               |                          |
|   | Office waste   | tonnes                           |               |                          |
| Types and Quantity of waste reused or recycled (exclude excavation materials) | Building and Demolition waste (B&D)  | tonnes                           |               |                          |
|   | GSW (putrescible or non-putrescible) - other than B&D waste  | tonnes                           |               |                          |
|   | Contaminated waste (waste other than B&D and GSW)  | tonnes                           |               |                          |
|   | Office waste   | tonnes                           |               |                          |
| Quantity of waste disposed to landfill (exclude excavation materials)         | Building and Demolition waste (B&D)  | tonnes                           |               |                          |
|   | GSW (putrescible or non-putrescible) - other than B&D waste  | tonnes                           |               |                          |
|   | Contaminated waste (waste other than B&D and GSW)  | tonnes                           |               |                          |
|   | Office waste   | tonnes                           |               |                          |
| Quantity of VENWENM spoil generated (excavation material)                     | VENWENM generated  | tonnes                           |               |                          |
|   | VENWENM disposed to landfill   | tonnes                           |               |                          |
|   | VENWENM beneficially reused  | tonnes                           |               |                          |
|   | Percentage VENWENM beneficially reused   | %                                |               |                          |
| Quantity of spoil generated other than VENWENM (excavation materials)         | Other than VENWENM generated   | tonnes                           |               |                          |
|   | Other than VENWENM disposed to landfill  | tonnes                           |               |                          |
|   | Other than VENWENM beneficially reused   | tonnes                           |               |                          |
|   | Percentage Other than VENWENM beneficially reused  | %                                |               |                          |
| Greenhouse gas emissions  | Scope 1  | tCO2-e                           |               |                          |
|   | Scope 2  | tCO2-e                           |               |                          |
|   | Scope 3  | tCO2-e                           |               |                          |
| Quantities of construction materials used                                     | Steel  | tonnes                           |               |                          |
|   | Concrete   | tonnes                           |               |                          |
| Portland cement   | Percentage replaced by supplementary cementitious materials  | Percentage averaged across mixes |               |                          |
| Quantity of water consumed  | Quantity of mains (potable) water consumed   | kL                               |               |                          |
|   | Quantity of water consumed from other sources  | kL                               |               |                          |
|   | Total water consumed   | kL                               |               |                          |

## APPENDIX E: AIR EMISSIONS DATA COLLECTION WORKBOOK





## Transport for NSW

### Air Emission Data Collection Workbook

9TP-FT-439

The Government Resource Efficiency Policy (GREP) requires government sector agencies to report performance against the policy by publishing financial year data annually.

This reporting workbook is prepared for the contractors / Alliance partners to provide information on the performance of their mobile non-road diesel equipment against US EPA, EU, or equivalent emissions standards.

(US and EU non-road diesel engine emission standards are the most widely referenced and applied standards, and most countries have adopted emissions standards derived from those models. For equipment that meets another international standard, record the equivalent US or EU standard.)

For additional information about the GREP, please refer to the Office of Environment and Heritage (OEH) website:

<http://www.environment.nsw.gov.au/government/140567-resource-efficiency.htm>

#### Definition of 'mobile non-road diesel plant and equipment' for GREP

For the purposes of GREP annual reporting, *mobile non-road diesel plant and equipment* means diesel engines used in a wide range of construction, agricultural and industrial equipment. It includes compression-ignition, internal combustion engines installed on self-propelled equipment and equipment that is propelled while performing its function, for example, tractors, excavators, bulldozers, loaders, graders, logging equipment, portable generators, forklifts, etc.

The reporting template includes an extensive list of equipment, as well as general groupings (eg. 'other construction equipment') for items not listed.

#### The following non-road engine categories are **NOT** to be included in the GREP reporting:

- engines less than 19kW (25HP)
- registered motor vehicle engines (but DO include non-road vehicles with conditional registration);
- stationary engines (or engines that generally remain at one location);
- engines used in aircraft;
- engines used in railway locomotives;
- engines used in marine vessels
- engines used in underground mining equipment.

#### Projects involving multiple LGAs

If a project involves multiple LGAs, select either the LGA where the majority of the work will be undertaken, or one of the 'Multiple' options (Sydney, Lower Hunter, Illawarra, Regional), if more appropriate.

#### Questions

Please contact Principal Manager, Environment Management at (02) 9200 0200

