

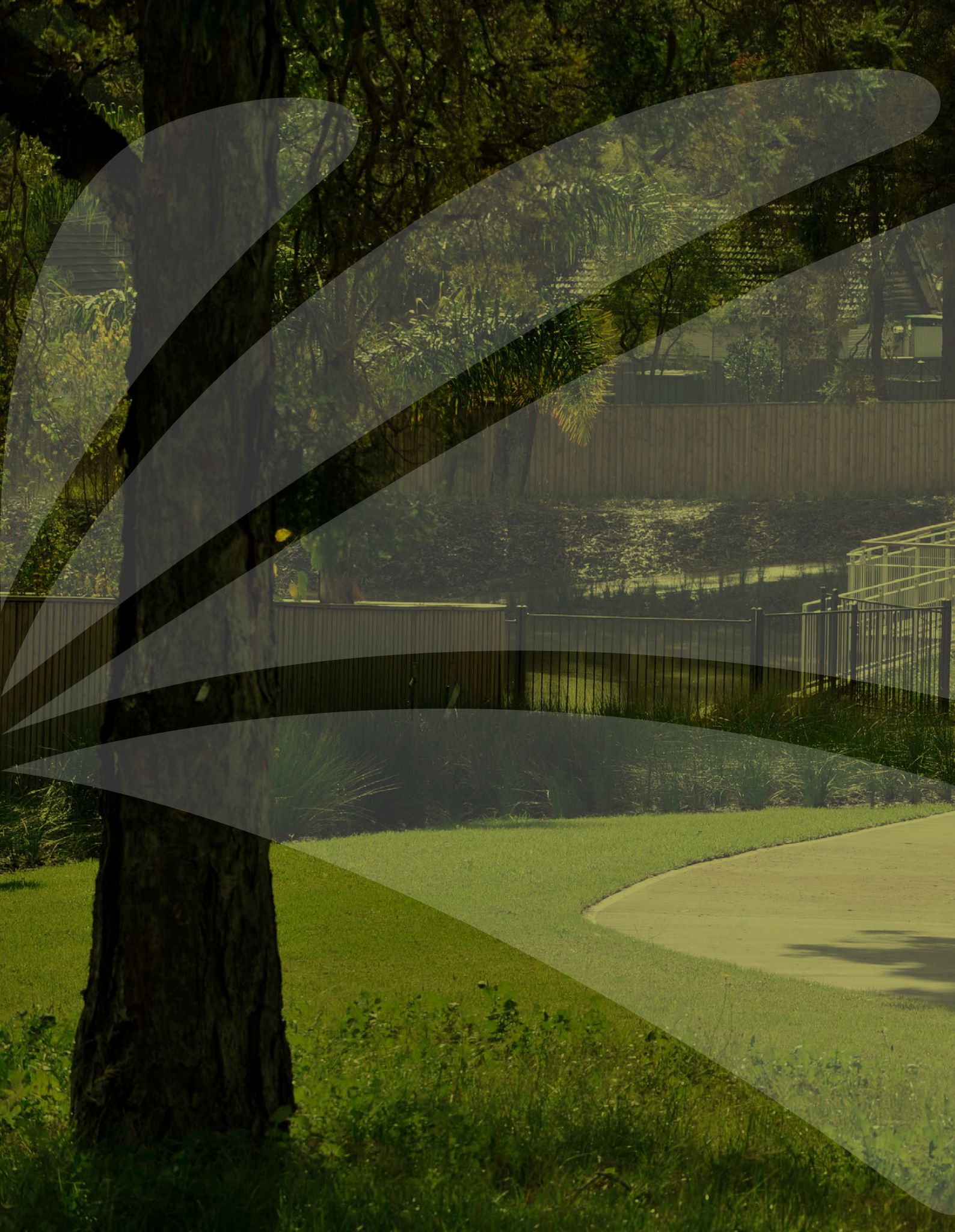


Sustainability Report

2013/2014

urbangrowthnsw.com.au





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Introduction



Message from the Chief Executive Officer

In my first year as the organisation's CEO, I am pleased to present the 2014 Sustainability Report for UrbanGrowth NSW.

The Ministerial Statement of Priorities issued in February 2014 reinforces UrbanGrowth NSW's position as the Government's lead agency for urban development with responsibility for coordination and delivery of urban transformation projects.

UrbanGrowth NSW will work towards expediting development outcomes that increase housing supply, primarily in the Sydney Metropolitan Region. We will be focusing on sites that will maximise the value of government land for the public good, deliver housing and jobs growth and improve the amenity and liveability of our urban spaces.

This re-focus, coupled with our unambiguous ambition to deliver world class outcomes, presents an opportunity to review and renew our sustainability strategy and targets. To my mind, world class urban renewal outcomes can only be achieved with sustainability front and centre. This process is now underway.

While we are now transitioning out of retail land development, we continue our task to deliver 10,000 home sites across Western Sydney. As at the end of June 2014, we are well ahead of schedule on this program which is boosting housing supply, creating jobs and building strong communities. Our transition strategy, implemented over the past eight months, has already started to make a real difference to communities across Sydney – by accelerating the renewal of Newcastle CBD, providing over 6,500 new homes in western Sydney, and facilitating the development of 1,300 new apartments in locations close to transport and jobs.

As we set about delivering the world class projects of Sydney's future, sustainability continues to be at the core of how we do business and how we deliver great places for the communities and generations to come.

David Pitchford CBE LVO

Chief Executive
UrbanGrowth NSW



Bunya streetscape



Thornton community pavilion

2013/14 achievements and highlights

This year saw us continue to deliver on our commitment to the NSW 2021 strategy of delivering 10,000 home sites in Western Sydney by the end of June 2015. As at the end of June 2014, the program was ahead of schedule, having delivered 7,531 sites.

Key sustainability results and highlights from this year include:

- \$18.1 million investment in local community facilities including state-of-the-art Bungaribee Resource Hub and The Ponds Community Hub
- UDIA NSW award for Affordable Living for 21st Century Housing at Thornton
- 98.8% of waste from our civil works projects diverted from landfill for recycling or re-use
- Energy conservation score on Bunya project dwellings of 66%. These dwellings emit 66% less emissions than the NSW average
- Best ever reduction of storm-water pollution from our projects with nitrogen loads leaving sites reduced by 48.8%.

We continue our commitment to corporate sustainability:

- A key priority in selecting our 5 star NABERS rated head office building at Parramatta was energy efficiency. We have exceeded this rating in the floors where we are based, and have been given a 6 Star Energy Tenancy Rating, reflecting our corporate commitment to reduce environmental impact.
- We continue to purchase GreenPower across our corporate offices, offset emissions from our corporate fleet, and purchase 100% recycled content office paper.



21st Century Housing, Thornton

Landcom to UrbanGrowth NSW

UrbanGrowth NSW projects span the Greater Sydney Metropolitan Area, stretching from the Hunter region to the Illawara in the south, and across the north-west and south-west sectors.

We have three business divisions: Urban Transformation, Wholesale, and Retail Transition.

Accelerating delivery of home sites

The Retail Transition division has an ambitious three year program to progress the delivery of nearly 15,000 home sites across Sydney, Newcastle/Hunter and the Southern Highlands. The transition involves a combination of direct retailing to the general public and land disposals through business-to-business sales.

Driving this is the government's 10,000 home sites program. This program focuses on housing supply to Western Sydney. As at the end of June 2014, the program was ahead of schedule by 725 home sites, having delivered 7,531 sites. In the past year, 3,078 home sites were delivered, with 2,666 purchased by community members across Western Sydney.



North Ryde Station precinct plaza (artist's impression)

Transition to Wholesale and Urban Transformation

During 2013/14 the organisation continued its transition into Wholesale and Urban Transformation projects, which will be the focus of the business going forward.

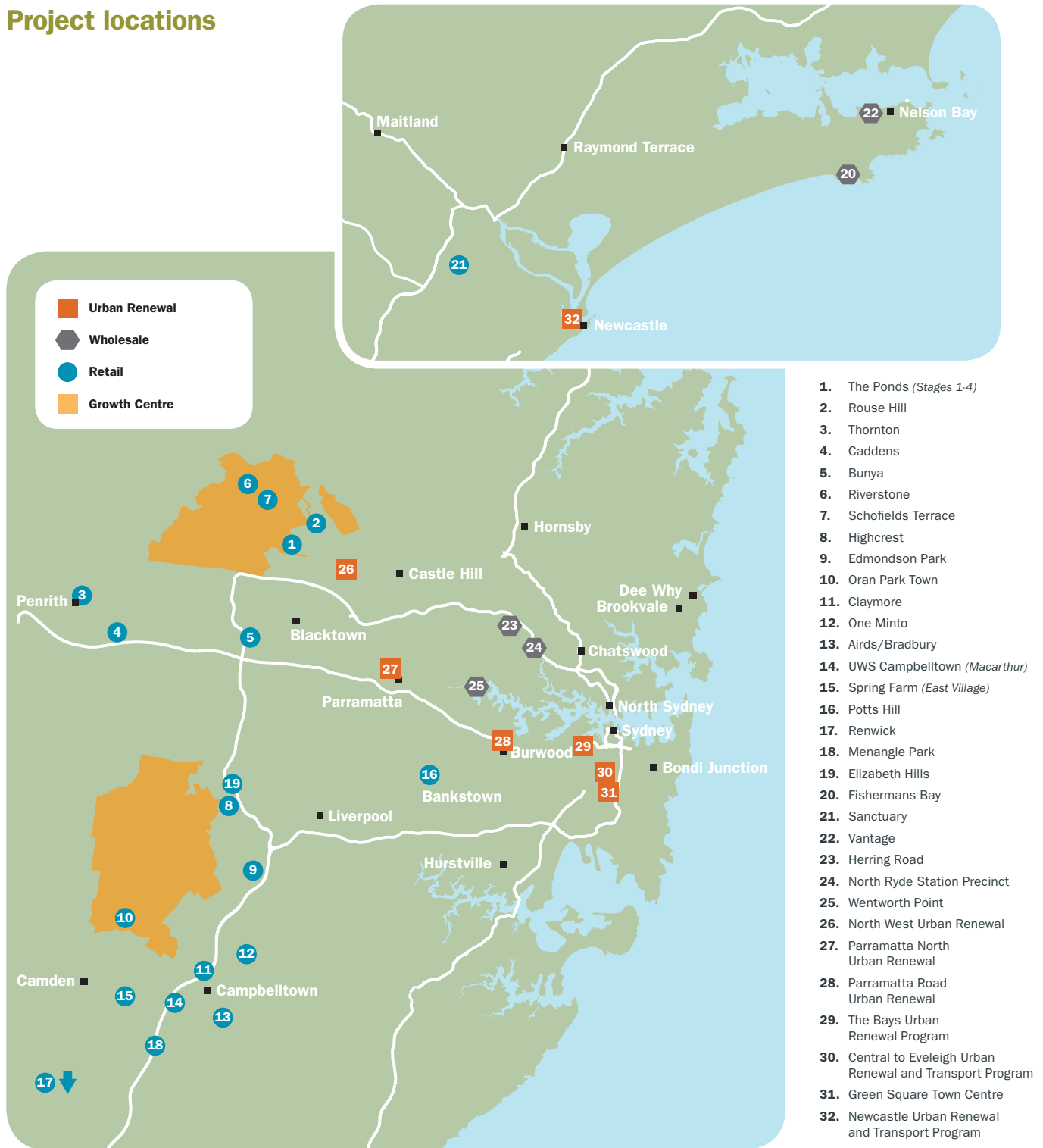
Our Wholesale division manages the redevelopment process (ownership, re-zoning, and master planning) of surplus government land to maximise resale value to the private sector.

The Urban Transformation division focuses on master planning of a defined Major Urban Transformation Portfolio of projects, coordinating stakeholders and multiple landowners, and delivering lead-in infrastructure and services.

Looking ahead, projects in the Major Urban Transformation Portfolio will shape the future of our cities, and are as diverse as the historic precinct of Parramatta North, to the economic powerhouse of Green Square Town Centre.

Our priority is to deliver world class outcomes that align land use and transport planning, drive housing supply and employment, attract investment, boost productivity and optimise public investment. Stakeholder engagement is at the forefront of planning for these areas.

Project locations



Measuring sustainability at UrbanGrowth NSW

Our commitment to sustainable development is enshrined in the Landcom Corporation Act 2001 which governs our operations. The Act requires us to report annually against sustainability indicators and targets. Our early indicators and targets focused on environmental initiatives and we subsequently developed sophisticated approaches to achieving social sustainability. Many of our leading-edge sustainability initiatives have been adopted by others and are now recognised as standard industry practice.

We specify performance indicators for the way projects are planned and delivered and for the way the business itself is run.

Examples of our sustainability indicators include measuring environmental performance such as water and energy efficiency against BASIX, waste diverted from landfill from our civil works contracts, and sustainability requirements in our contracts. We also measure social sustainability, reporting on community facilities such as the playgrounds and halls we deliver, how much we invest in community development programs, and what percentage of our sales are affordable for moderate income households.

Our sustainability indicators are reviewed, at a minimum, every five years.



The Ponds

Sustainability indicators review

In 2012/2013 we commenced a comprehensive review of our sustainability indicators. This review resulted in the interim indicators used to measure our performance in 2012/13 and for the current report.

We will complete the full review of our indicators in 2014/2015. With the transition underway, we are re-evaluating appropriate indicators and benchmarks to guide us in delivering world class urban transformation that combines long-term viability and best-in-class economic, environmental and social outcomes.

We commissioned the Institute for Sustainable Futures to undertake a literature review of environmental, social and economic sustainability tools and frameworks. We are also drawing on input from internal and external specialist stakeholders to develop new indicators and benchmarks.

Reporting projects for 2013/2014

We are reporting against interim indicators as we transition from greenfields development to an urban transformation focus. There are 41 interim sustainability indicators spanning environmental, social and economic sustainability. A list of these interim indicators is at Attachment 1.

Our Retail Transition projects are in delivery phase and these projects remain the focus of our reporting this year. Reporting for the pipeline of Wholesale and Urban Transformation projects will occur as these projects are progressively master planned and approved.

The projects being delivered by our development teams may be at various stages of the development process at any point in time. Different indicators will be relevant for different stages or milestones of a project. The project milestones we currently use are:

1. Masterplan approval
2. Precinct civil works completion
3. Built form commencement
4. Sustainable community programs

There are no projects at masterplanning approval stage being reported for 2013/14.

Our stakeholders

Our principal stakeholders

Our stakeholders range from Government Ministers and agencies, private sector partners and the communities in and around our developments. Our staff are also important stakeholders.

Our stakeholders

Shareholder Ministers and Portfolio Minister

UrbanGrowth NSW has two Shareholder Ministers and a Portfolio Minister. The Portfolio Minister provides an annual statement of priorities to guide our activities, while the Shareholder Ministers review and endorse our financial and non-financial objectives through the annual Statement of Corporate Intent.

Industry

UrbanGrowth NSW works with industry to improve our cities and increase housing supply. An Industry Engagement Protocol has been developed to ensure a transparent and consistent approach. Once projects are underway we meet regularly with the contractors and suppliers that participate in our project control groups.

NSW Parliament

We operate under legislation that requires us to table our Annual Report in Parliament for the information of both the Upper and Lower Houses and to produce an annual summary of our sustainability performance each year.

Communities

We engage communities in the planning and delivery of all our projects. Community input is sought, particularly when we set the strategic direction for our projects.

Property development industry

We partner with developers and builders for many of our projects. These partnerships provide important development opportunities for the industry and allow us to share our knowledge and experience so that the quality of development in NSW is improved. They also enable us to represent the industry's view if we are invited to comment on emerging government policy initiatives.

Residents in our projects

Our residents are the people who chose to invest in the new developments we create. We encourage the development of social capital among new residents by introducing programs and community-building initiatives. We often continue funding them after our role in the development has ended.

Government agencies

Government agencies are important regulators of our activities. We also use surplus government land in many of our projects, and provide property advice and services to agencies to help them manage their land. Our new role as lead agency across multiple government agencies over an Urban Transformation Portfolio requires close collaboration.

Environmental and community groups

We engage with these groups during the planning and delivery of our projects and through our Welcome Program. Engagement with community groups also occurs through community development days and events.

Infrastructure utility providers

Government infrastructure and utility providers regulate our activities and also provide services to us, resulting in a two-way engagement. We have experience in the implementation of capital works to improve the rollout of infrastructure. We have also established a dedicated team to manage relationships with agencies that coordinate infrastructure to developing areas.

UrbanGrowth NSW staff

Our staff are the drivers of UrbanGrowth NSW's productivity. Their input and participation in our strategy and direction is invaluable to the organisation and essential in maintaining our leadership position and ensuring improved shareholder value.

Local Councils

As our organisation's focus changes, we are collaborating more closely with Councils. Councils are also regulators of our development activities. Local councils become the recipients and managers of the public assets we provide, such as parks, bushland reserves, community buildings and roads.

Stakeholder collaboration and engagement

At UrbanGrowth NSW, we know that actively including stakeholders – individuals, groups and organisations – in projects and processes, achieves better outcomes. In 2013/2014 we began a review of our stakeholder engagement approach to ensure it represents best practice.

We have been committed to stakeholder engagement for many years and our approach is documented in a Stakeholder Consultation Workbook, which has guided the development of consultation plans in the past. Our engagement strategies now need to move beyond pure consultation to reflect different levels of stakeholder influence, including how stakeholders can take part in decision-making. They also need to recognise the different channels that stakeholders now use to engage, including social media.

This year we prepared a stakeholder engagement framework which we are now using to inform a new guide for best practice engagement. The framework draws on international and local experience as well as academic research.

UrbanGrowth NSW has also developed an Industry Engagement Protocol to guide staff working with our private sector stakeholders. The Protocol aims to ensure that processes are carried out in a way that protects the integrity of the organisation.

The table on the right summarises key stakeholder groups and engagement undertaken in 2013/14. The table includes stakeholder engagement to inform Urban Transformation project planning as well as on-going engagement in the delivery of Retail division projects.



Stakeholder engagement at Parramatta North

Stakeholder engagement 2013/14

Stakeholders	Method	Issues
State and Federal Members of Parliament	Briefings Site tours	Priorities and coordination Information sharing Timeframes
State agencies including Department of Planning and Environment, Crown Lands, NSW Health, Transport for NSW, Planning and Environment, Roads and Maritime Services, WestConnex Delivery Authority, Land and Housing Corporation, Department of Education, Schools/Kindergartens	Project Coordination Groups Stakeholder charrettes Site tours Project team meetings Partner agency briefings Urban Transformation Control Groups	Coordination of agency plans Delivery models/frameworks Strategic framework for land management Interface issues e.g. transport system and services, heritage protection and adaptation, housing diversity, key new infrastructure such as light rail Project updates
Councillors and local government staff	Meetings and workshops Representation on Project Coordination Groups Site tours Use of council communication channels – web, news, events	Planning, staging and delivery of 10,000 home sites program Coordination with Council projects and strategies
Utilities providing infrastructure (e.g. Sydney Water)	Site meetings Face to face meetings	Coordination and lead-in of services
Industry/development community	Industry forums Industry meetings	Support for development and planning certainty Strong support for single project lead Recognition of heritage, foreshore, and open space as key assets Desire for staged 'super lots' with up-front infrastructure
Community	Community drop-in session Online feedback forms Stakeholder charrettes Site tours Meetings and briefings	Local community impacts including housing affordability, quality development, quality open spaces, connectivity Protecting heritage buildings, views and sites Support for arts and cultural uses Improved connectivity (including walking and cycling)
Aboriginal stakeholders	Face to face meetings Liaison committee meetings	Cultural heritage Information sharing Shaping of and feedback on Cultural Heritage Park

Our results

Corporate sustainability and our people

Staff satisfaction and development

The past twelve months have seen significant change for the organisation with a new Chief Executive Officer, restructure of the organisation including newly created divisions such as Corporate Affairs, Urban Transformation, and Strategy, and recruitment in all areas of the business.

Regular staff briefings have been held to communicate changes in the organisation. These briefings also provide an opportunity for staff to ask questions and provide comments.

To monitor how staff are managing the change at UrbanGrowth NSW, a staff survey conducted in mid 2014 invited feedback. The survey was further supported by four interactive workshops/focus groups with staff from across the organisation. These sessions explored preferred corporate values, and how we can successfully live and communicate these new values. In addition, valuable insights were shared about what's working, and areas for improvement within our culture.

With a very high response rate to the survey, there was a significant amount of feedback provided on preferred corporate values, and on the new business direction. Staff reinforced that they want a strong focus on communication as we go through the transition. Key results from the recent survey include:

- 94% response rate to the survey
- 88% of staff proud to work at UrbanGrowth NSW
- When asked what topics they would like more frequent communication on, staff identified the new corporate focus and strategy, as well as organisational performance and team/staff achievements.

New initiatives have already kicked off or are being planned in response to the feedback. These include greater visibility and communication of team achievements, CEO events where staff can share their ideas and feedback directly with senior management, and regular briefings to update staff on transition and urban renewal progress.

A further staff engagement survey is planned for late 2014 / early 2015.

We continue to support staff training and development, with staff attending conferences and knowledge sharing forums including:

- Property Council of Australia retail property sector and city building briefings
- Urban Development Institute of Australia Shaping Sydney's Future forum
- Department of Planning and Environment Changes to Bushfire Planning & Mapping briefing
- NSW Land and Property Information Public Sector Property Conference
- Housing Industry Association Industry Outlook event - residential housing industry.

Since early 2014 many of our Urban Transformation teams have been working out of an interim CBD office. A key focus for these teams is planning and coordinating with stakeholders and agencies including Planning & Environment, Roads and Maritime Services, Transport for NSW, and others. Many of our stakeholders for this work are city-based so working out of a CBD office reduces travel times.

Paper purchasing and use

We purchase 100% recycled paper across our Parramatta, CBD and Newcastle offices. Marketing flyers, brochures and other material for our projects also comprise 100% recycled content. In 2013/14 we purchased 3,519 reams of paper. This is an increase on the previous year, which may be attributable to our expanded operations and an increase of approximately 20% staff compared to the previous reporting year.



Recycling and waste minimisation

Our Head Office has mixed use recycling bins in staff kitchens to divert recyclable materials from landfill. The organisation also recycles office paper and in 2013/14 diverted 6.6 tonnes of office paper away from landfill to recycling centres.

E-waste includes items such as computers, monitors and televisions. We are proud of our computer and monitor recycling program which has been in place since 2009. E-waste is an increasing issue as Australia's fastest growing waste stream, and also because these items contain hazardous materials such as lead and cadmium that can leach into the soil. About 95-98% of e-waste can be recycled for future use.

With our move to a new Head Office in 2012/13, we recycled a significant number of these items in the previous financial year. A comparatively small amount of e-waste has accrued since that time and has been set aside until we have a full load to minimise unnecessary trips by our e-waste contractor.

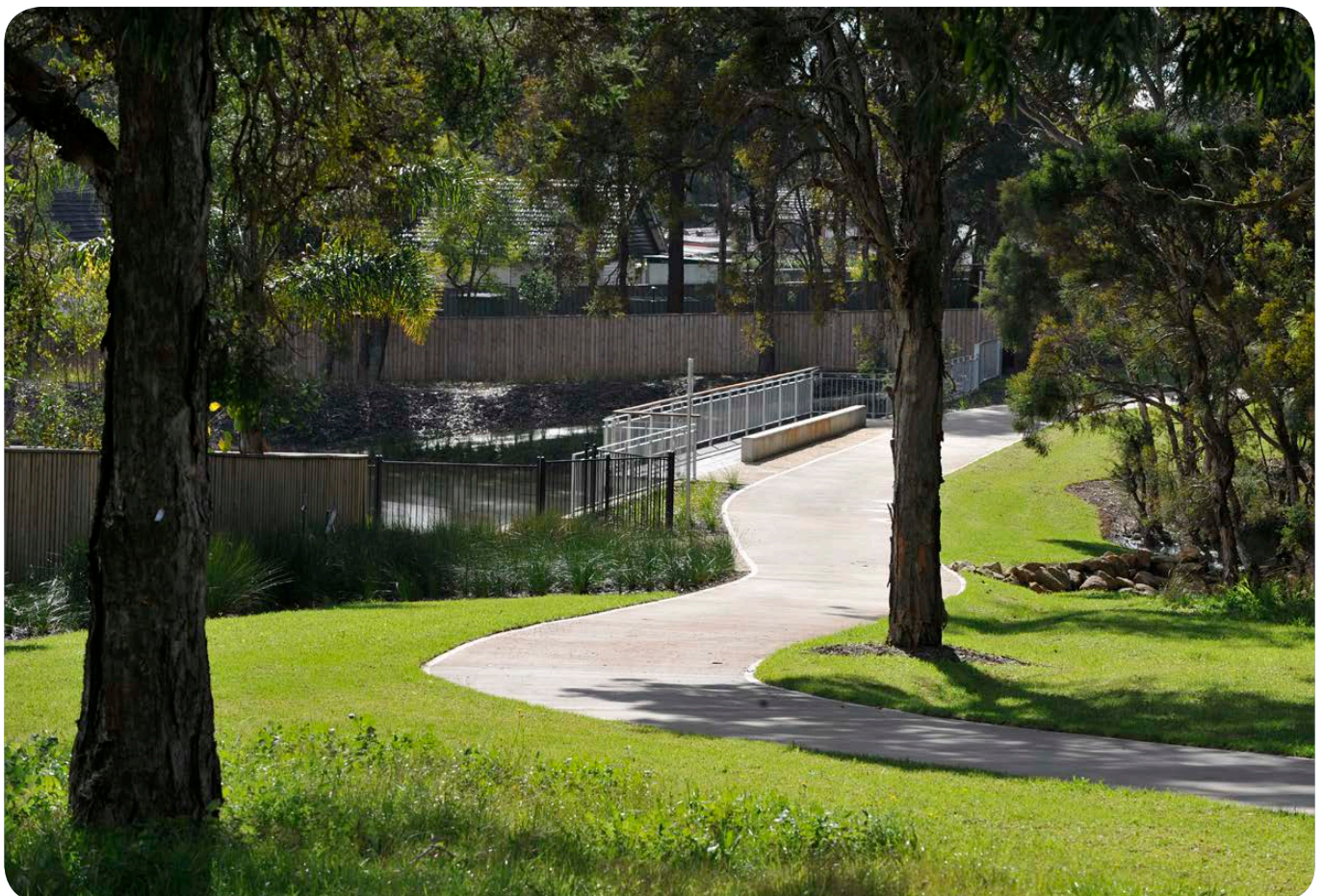
NABERS 5 star tenancy

UrbanGrowth NSW's Head Office is in a 5 star NABERS building. Our tenancy has exceeded this rating, achieving a 6 star NABERS Energy tenancy rating, reflecting our corporate commitment to reduce our environmental impact.

Other corporate sustainability measures

We are proud to be a tenant of a water wise building in our headquarters at Parramatta which is fitted with efficient water fittings in all bathrooms, and roof rain water used for bathroom toilet flushing.

This year we introduced a Travel Policy for staff which prioritises low impact and efficient forms of travel, such as public transport, where possible. The policy also encourages using alternative methods of communicating over long distances such as teleconferencing and video conferencing.



Potts Hill, South West Sydney

Environmental stewardship

Urban water cycle management

We endeavour to promote water conservation and improve water quality in our projects. We do this by using design approaches that reduce pollutants from storm water runoff, avoid the use of drinking water to irrigate sites, and deliver water efficient buildings.

Water Sensitive Urban Design can range from water efficient fittings and rainwater tanks to natural retention and treatment basins such as rainwater gardens and wetlands which slow storm water runoff, improve water quality and reduce storm water pollution ending up in local waterways.

This year we reported our best ever result for water conservation for dwellings, with buildings performing 51.9% better than base case. The dwellings that were assessed this year for water efficiency use about half as much water as typical dwellings that don't include efficiency measures.

Over time these results represent significant cumulative savings of potable water. To date UrbanGrowth NSW dwellings have saved 16,900ML – equivalent to more than 6 Olympic sized swimming pools from what would have been typically consumed in dwellings without water efficient fittings and reuse.

Since 2002, these water savings are equivalent to financial savings of more than \$31.6m compared to having no water efficient fittings or appliances over this period.

The best performing project for our BASIX water performance indicator was our Bunya project.

Water efficiency*	Result 2013/14	Result 2012/13 ¹	Result 2011/12
	51.9%	49.6%	47.9%

*Reductions in water consumption in dwellings against base case

For sites where we are getting land 'development-ready', design features such as retention basins or rainwater gardens capture water and improve its quality. This year we achieved our best results ever for the water indicators of reduced nitrogen in stormwater on our developments.

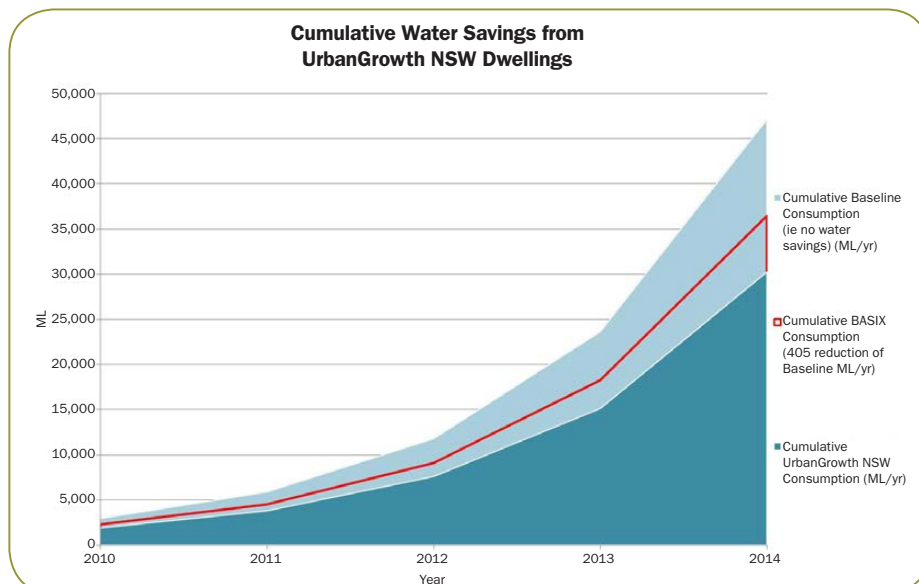
Stormwater quality*	Result 2013/14	Result 2012/13	Result 2011/12
	48.8%	45.8%	48%

*Reduced mean annual load of total nitrogen

Biodiversity, corridors and threatened species habitat

For 2013/14, many of our projects are in delivery stage or very early planning stage. No projects this year were at master plan approval stage, so indicators such as native vegetation, protection of riparian corridors and others that are reported at that milestone do not appear in this year's report.

1 34 BASIX certificates were reportable for Rouse Hill in the 2013 report but not received in time to be reported. Water and energy analysis of results from these 34 certificates shows that they do not change the energy or water BASIX results for 2013 report.



Cumulative water savings in UrbanGrowth NSW dwellings in recent times from water saving initiatives

Energy and greenhouse emissions

Every year, we report on the percentage reduction in greenhouse gas emissions from dwellings delivered by UrbanGrowth NSW compared to NSW average per person residential emissions. The focus of the organisation is transitioning out of directly delivering ‘built form’ (dwellings) so there were fewer houses to report this year.

The dwellings for which we are reporting did well when compared to a typical NSW dwelling, with a weighted average greenhouse reduction of 54% against the NSW base case. This is significantly higher than the State’s 40% compliance requirement but falls just under our target of 55%. One reason for this year’s slightly lower performance

being reported is that the results are dominated by a single project, Elizabeth Hills.

Energy efficiency*	Result 2013/14	Result 2012/13	Result 2011/12
	54%	57%	55%

*Percentage emissions reduction compared to NSW average

Dwellings reported at our Bunya project in Sydney’s west performed impressively, with an average score of 66%. This means that dwellings in Bunya are expected to emit 66% less greenhouse gases per occupant than the NSW average.

case study

Bungarribee Community Resource Hub – gathering place

‘We love the fact that Buyna is so environmentally sustainable and friendly, and we love the fact that our children can come together with other kids and have responsibility to take care of the community garden’ Bunya resident

Opened in early 2014, the Bungarribee Community Resource Hub off Doonside Road has quickly become a central gathering place for new Bunya residents and existing local communities.

Commissioned by UrbanGrowth NSW and Blacktown City Council, the hub caters for a range of age and interest groups with training and meeting rooms, a commercial kitchen, a large hall for weddings, functions and dance groups and a community garden. Here locals can meet, interact, learn new skills, access health services and much more.

UrbanGrowth NSW and Council are very proud of the environmentally sustainable design which includes:

- plantation timber with corresponding low embodied energy
- straw bale insulation for the events room, achieving a 5.5-8.5 insulation rating (compared to 2.0-3.5) – substantially reducing typical energy use
- 11 kW photovoltaic array which also shelters the building from harsh sun
- community garden based on permaculture and organic gardening principles, and including rainwater tanks, worm farming and compost system.

Residents and 22 students from the local high school and TAFEs helped construct the strawbale walls of the facility. Public art celebrates the site’s Aboriginal and European heritage.



Community garden, Bugarribee Community Resource Hub

Creating connected vibrant places

Providing housing for moderate income households

As part of our commitment to social and economic sustainability, each year we report on the percentage of our sales that would be affordable to moderate income households. 'Affordable' means a household is spending no more than 30% of its gross earnings on mortgage repayments or rent. Providing housing to meet moderate income households helps support diverse communities and ensures that 'key workers' such as nurses, police and teachers are not priced out of our cities.

Broadening the range of housing is one way we increase opportunities for moderate income households.

Our 21st Century Living Program is delivering quality housing on smaller lots in neighbourhoods from Edmondson Park to Oran Park Town, and from Potts Hill to Thornton in North Penrith. Smaller housing forms and lot sizes recognise the increasing demand for different housing options from smaller households.

Incorporating smaller and more specialised housing options into our projects can often mean a more affordable purchase price for home buyers.

Compact housing forms include houses such as:

- 'cottage lot' detached dwellings
- 'zero lot' detached dwellings
- terraces and townhouses
- duplexes or semi-detached dwellings
- triplexes and 'manor homes'
- secondary dwellings and studios.

We are proud to have received this year's UDIA NSW award for Affordable Housing for our 21st Century Housing at the Thornton project. UDIA commended the project for introducing homebuyers to 'a diverse mix of new housing types at an affordable price, without compromising on quality'. The project is proving popular with local homebuyers with an estimated 5,648 enquiries to the sales centre to date.

Moderate Income Housing %*	Result 2013/14	Result 2012/13	Result 2011/12
	12.96%	22.1%	7.60%

*Percentage of total yield that is sold for Moderate Income Housing

We use Australian Bureau of Statistics information coupled with interest rates data to calculate the borrowing capacity of moderate income households, and also take into account what it would cost to construct a home on lots purchased in our projects. This year we reviewed the value we were assigning to home construction and adjusted it to more accurately reflect price increases in construction over the past few years. The resulting moderate income housing result is therefore lower than last year's result, but still significantly above our historic target of 7.5%.

Investing in community spaces and facilities

As part of investing for successful communities, we develop community facilities and spaces including children's playgrounds, sports courts, open space and community halls. This year we delivered a number of playgrounds/parks as well as the Bungarabee Community Resource Hub.

We also delivered our impressive \$8.7 million multi-purpose community facility at The Ponds. This facility offers diverse spaces including a meeting/technology room, function rooms, children's art and play area, a large commercial-style demonstration kitchen and space for community services. Over 1,000 residents took part in the opening of the Ponds facility in June.

Community facilities investment*	Result 2013/14	Result 2012/13	Result 2011/12
	\$18,054,000	\$11,628,000	\$3,348,248

*Financial value of community facilities provided



The Ponds - Lakes Edge Park

Welcoming new residents

As we accelerate delivery of the 10,000 home sites program our much loved Welcome Program continues to help new residents settle in and connect with their neighbours.

This year, our investment in communities was at its highest ever, as more of our projects moved from planning to delivery.

Incoming residents receive a personal visit and Welcome Pack with information on local services, facilities, and community networks and events. Every year approximately 1,700 visits are made to households in neighbourhoods. There are now 18,000 residents living in our neighbourhoods that benefit from the Welcome Program.

Once they are settled in, residents continue to receive regular newsletters updating them on events and local opportunities. We employ local community-based organisations to coordinate functions such as meet-your-neighbour BBQs and Family Fun Days, and cultural events such as Harmony Day and Diwali Festival of Lights celebrations. By employing local organisations we ensure activities are relevant to our diverse communities and firmly based in local knowledge and 'know-how'. Our Welcome Program is a just one of the tangible ways

in which we deliver socially sustainable and connected places, and is a program of which we are very proud.

This year, ten of an eligible eleven (91%) of projects included the Welcome Program.

Welcome Program*	Result 2013/14	Result 2012/13	Result 2011/12
	\$824,454	\$701,920	\$603,785

*Financial value of community programs

In addition to our investment in the Welcome Program, we supported community led events over 2013/14 such as Christmas Carols at The Ponds, Australia's Biggest Morning Tea at Minto, and design awards in the Lower Hunter.

Community Sponsorship*	Result 2013/14	Result 2012/13	Result 2011/12
	\$82,600	\$71,645	\$107,845

*Financial value of community sponsorships

case study

Oran Park Smart Work Hub

One of the innovative ways that UrbanGrowth NSW is strengthening local communities and economies is through our smart work hubs.

Oran Park Town is set to launch its own smart work hub in October 2014, giving individuals and employers in south-west Sydney an alternative from commuting to a traditional workplace to a more convenient workplace location. South-west Sydney individuals and employers will have access to flexible coworking spaces and meeting rooms with state-of-the-art facilities supported by high speed broadband.

Oran Park Smart Work Hub embraces new work practices and flexibility offered by technology. With support from the Department of Trade and Investment, a network of hubs across Sydney is proposed to help free up public transport capacity, reduce household travel costs, drive productivity increases, and provide individuals with a better work-life balance.

Hosting one of Sydney's first smart work hubs continues UrbanGrowth NSW's strong industry leadership in building sustainable communities and improving the way communities live and work.



Oran Park Town Centre, artist's impression

Our supply chain

We can positively influence and encourage sustainability outcomes through our work with builder and developer partners. This year we have continued to encourage better practices by requiring sustainability outcomes in many of our contracts, and working with our contractors on regular audits that monitor environmental and work health and safety (WHS) performance.

Sustainable procurement

In many of our contracts we include specific environmental or social sustainability requirements to encourage best practice or innovation.

For example at Minto, where we are renewing a former public housing estate, we have asked that the contractor recruit local public housing residents as part of delivering the project. Similarly our group homes projects with Ageing Disabilities and Home Care, include a requirement that contractors employ Aboriginal young people.

When it comes to environmental improvements, we can require a certain percentage of recycled product in construction materials where appropriate, for example in road base.

Sustainable procurement has traditionally been a challenge for the organisation. This year we have entered into a partnership with UNSW's Centre for Low Carbon Living to develop standard best-practice sustainability clauses that we can include in procurement in the future.

Contracts including sustainability clauses*	Result 2013/14	Result 2012/13	Result 2011/12
	58%	74%	49.1%

*Percentage of public space and civil works contracts that advance sustainable products and/or processes

Waste

We seek to reduce the amount of waste created on our sites. Construction and development typically results in hundreds of thousands of tonnes of 'by-product' material which, in many instances, can be reused on other sites or recycled through recycling centres. We require our contractors to report on waste produced at the end of each stage of works on our sites and provide information on recycling initiatives. This year we have seen an improvement in the volume of waste diverted from landfill.

Waste diverted from landfill*	Result 2013/14	Result 2012/13	Result 2011/12
	98.5%	90%	95%

*Percentage recovery (reuse and recycle) of waste from civil works and building construction

Third-party audits

As part of our commitment to manage and minimise environmental and WHS risk, we require our civil works contractors to develop WHS and Environmental Plans for project sites. Contractors are required to arrange for third-party audits to monitor performance against these plans every six months and take action where there are any issues identified.

Over the past few years there has been significant improvement in the number of WHS and environmental third-party audits received from our civil and building works contractors. However, there was a concerning number of non-conformances in audits this year, with almost a third of audits having at least one non-conformance, mostly in the area of WHS. The audits in question were largely restricted to a confined period in late 2013 and from a single division. Development teams, contractors and superintendents have been reminded of their WHS obligations in writing and in monthly meetings.

Audits (WHS and Environmental) *	Result 2013/14	Result 2012/13	Result 2011/12
	88% ²	78%	67%

*Percentage of civil works and builder contracts that have WHS and environmental audits done every six months

² This figure does not capture contracts that are less than six months in duration

case study

Sanctuary Aboriginal Heritage Area 'Yutilliko'

This year our Newcastle team helped bring to fruition the first of two significant Aboriginal heritage conservation areas as part of the Sanctuary estate project. The brief: to recognise and celebrate the original Aboriginal inhabitants of the area.

Local Awabakal stakeholders shared their priorities and vision for the site and worked with a creative agency to come up with options. The resulting Sanctuary Aboriginal Heritage Area, 'Yutilliko', derives its name from the local Aboriginal word for 'to guide' or 'to show by guiding', reflecting how the project has shaped its use as an education and knowledge sharing space. Responding to ideas and sketches provided by the Awabakal people, the site includes a bush tucker garden and gathering space where locals can learn about traditional Awabakal culture and customs including cooking classes and weaving. By capturing the cultural significance of the landscape, this project provides insight for future generations about the history, significance and social connection of the traditional people to the area.

The Sanctuary project is also delivering 10 kilometres of cycleway, and community buildings including a regional sporting complex for current and future residents to enjoy.



Sanctuary Aboriginal Heritage Area 'Yutilliko'

Economic outcomes

This year we maintained our long tradition of meeting or exceeding our financial targets, achieving a net profit after tax of \$116.7m. This was \$41.9m more than originally forecast, returning \$117.4m in dividend and tax equivalent payments back to government.

Indicator	Description	Result
Total revenue	Profitability Total revenue received from sale of land, profit from joint ventures, project management services and miscellaneous items	\$636,475,184
Sales margin	Calculated as sales revenue on land sales less total cost of developing that land divided by sales revenue	35.12%
Return on sales	Calculated as UrbanGrowth NSW's net operating profit after tax divided by total revenue from the sale of land	18.34%
Earnings Before Interest and Tax (EBIT)	Calculated as earnings after tax divided by total shareholder equity	\$169,779,562
Return on equity	Calculated as profit after taxes divided by equity	27.43%
Return on total operating assets	Calculated as profit after taxes divided by total operating assets	13.76%
Debt to equity ratio	A measure of the amount of debt funding (net) as percentage of equity used as at the end of the financial year	0.00%
Dividend and tax equivalent returned to the State Government		\$117,385,304
Total number of jobs generated through UrbanGrowth NSW's activities		11,670
Total economic output generated from UrbanGrowth NSW's activities		\$914,649,319

Comparing our results over the past three reporting years, we have exceeded results year-on-year against each of the above economic indicators. Key indicator trend improvements are captured in the tables below:

Return on Sales	Result 2013/14	Result 2012/13	Result 2011/12
	18.34%	15.55%	12.27%

Revenue	Result 2013/14	Result 2012/13	Result 2011/12
	\$636,475,184	\$538,972,430	\$398,086,180

EBIT	Result 2013/14	Result 2012/13	Result 2011/12
	\$169,779,562	\$128,108,502	\$78,082,064

The year ahead

Indicator review

In 2014/15 UrbanGrowth NSW will complete its review of its sustainability indicators and set new indicators to measure performance against international best practice. This review is timely given the need to set indicators that align with our new focus on urban transformation. We will draw from international research and the expertise of sustainability specialists as we define world's best practice sustainability. Internal and external stakeholders will also inform the new set of indicators.

Major Urban Transformation Portfolio

Sydney is Australia's economic powerhouse, providing almost twenty percent of Australia's total annual output of goods and services. The gateway to Australia, our city is rightly envied across the world.

Sydney's success and rapid growth also brings challenges. Home ownership is often out of reach for residents in the low to moderate income bracket. Parts of our city suffer from a lack of infrastructure, and community life is being impacted by increasing costs of living and time spent commuting to jobs far from home.

By 2031, Sydney will need to accommodate 1.6 million additional people, 545,000 more homes and 625,000 more jobs. Effective planning is needed to cater for the projected growth, to provide more affordable and diverse housing choice, good employment opportunities and better transport that connects people to where they want to go.

The Major Urban Transformation Portfolio consists of strategic sites which can, with a coordinated approach, provide additional housing supply, boost local economies and revitalise urban precincts.

In 2014/15 we will set bold, ambitious and best-in-class sustainability measures to guide and report on our performance in the Major Urban Transformation Portfolio.

The Major Urban Transformation Portfolio currently comprises the following projects:

- Newcastle Urban Renewal and Transport Program
- Parramatta Road Urban Renewal Program
- Central to Eveleigh Urban Renewal and Transport Program
- Parramatta North Urban Renewal
- Green Square Town Centre
- The Bays Precinct Urban Renewal Program



Green Square (artist's impression)



NEWCASTLE URBAN RENEWAL AND TRANSPORT PROGRAM

Revitalisation of Newcastle's CBD will reinforce the city's role as a 21st century regional centre, unlock the potential of the city centre as a place that can meet the needs of the current and future community, and boost economic activity across the Hunter Region. The strategy is focused on Newcastle's three main precincts – West End, Civic and East End.

The introduction of light rail to the city centre, better access to the foreshore, and the integration of Newcastle's beautiful heritage into a revitalised and modern cityscape will breathe new life into Australia's seventh largest city and the capital of the Hunter.

The strategy will also see a reinvigorated Hunter Street Mall, along with new and improved public space. Designed to improve services and liveability for the community of Newcastle, and shaped by the input of the community, the city's revitalisation will see it flourish and satisfy the needs of its citizens now and into the future.



PARRAMATTA ROAD URBAN RENEWAL PROGRAM

This project will transform the 20km Parramatta Road corridor from Sydney's CBD to Parramatta. UrbanGrowth NSW is coordinating preparation of a concept to guide amenity improvements, new housing and jobs over the next 20 years. The corridor will become a vital spine of commerce and community activity, connecting distinctive hubs of business and service, and providing a diversity of housing options.



CENTRAL TO EVELEIGH URBAN RENEWAL AND TRANSPORT PROGRAM

Central to Eveleigh is a long term urban regeneration project along approximately 3km of inner city rail corridor. It includes Central and Redfern stations, Australian Technology Park, Eveleigh Rail Yards, surplus government sites along the edge of the railway corridor and the airspace above railway lines. Urban renewal across the precinct could link local precincts across the rail corridor, providing better connectivity and access to important places. The area has also been earmarked to provide additional affordable housing, commercial space and retail facilities.



PARRAMATTA NORTH URBAN RENEWAL

Parramatta North is one of the State’s most historically significant areas. Urban renewal will create a vibrant mixed-use precinct with significant housing and new jobs to boost the region’s economy. The project acts as a catalyst to restore and continue the legacy of buildings and sites that have statutory heritage listings at world, state and local level. Revitalised precincts will enable new communities to live just minutes away from Parramatta’s CBD and key infrastructure including public transport, services and community and recreation facilities.

Restoration of river foreshore and enhancement of public open space are significant features of the project. Stakeholder engagement with community, 12 government agencies, and industry, as well as a large range of technical studies significantly informed the draft Masterplan.



GREEN SQUARE TOWN CENTRE

Green Square is identified in the Metropolitan Strategy as a Planned Major Centre located in the global economic corridor and targeting a concentration of jobs and economic activity serving Sydney Airport to Sydney CBD. This project rejuvenates former industrial precincts to provide a

significant increase in housing supply and new commercial and retail opportunities in this strategic location, close to the airport and major road and rail infrastructure.

All buildings are designed with dual reticulation to enable recycled water to be used for irrigation, toilet flushing, and clothes washing. Buildings are designed to enable connection to Green Infrastructure (trigeneration) should the system become operational in the future.



BAYS PRECINCT URBAN RENEWAL

The most recent addition to the UrbanGrowth NSW Urban Transformation Portfolio, the Bays Precinct Urban Renewal Program, will result in vibrant and dynamic places including residential, commercial, cultural, maritime and recreational spaces.

Sites include Blackwattle Bay (including Sydney Fish Market), Rozelle Bay, Rozelle Rail Yards and the White Bay Power Station. The project ensures that an integrated approach is taken to this important strategic site, and will be enhanced by collaboration with and expertise from global, national and local urban renewal specialists and communities.

Appendix 1

REPORTING PROJECTS 2014

Project	LGA	Suburb	UGNSW product	Lots or dwellings planned	Lots or dwellings delivered 2013/14	Milestone 1: Masterplan approval	Milestone 2: Precinct civil works completed	Milestone 3: Built form commenced	Milestone 4: Sustainable community programs
ADHC	Various	Various	Built form	N/A	18 sites			✓	N/A
Bunya	Blacktown	Doonside	Land and built form	820 lots	240 lots		Precincts 5&6	✓	✓
Caddens	Penrith	Orchard Hills	Land	340 lots	130 lots		Precincts 100 (stages 3-6) and 103		✓
Elizabeth Hills	Liverpool	South Cecil Hills	Land and built form	647 lots	180 lots			✓	✓
Minto	Campbelltown	Minto	Land	1248 lots	44 lots		Precinct 10		✓
Oran Park	Camden	Oran Park	Land and built form	2630 lots	306 lots		Tranche 2 and Tranche 5		✓
Potts Hill	Bankstown	Potts Hill	Land	228 lots	107 lots		Precinct 2 and 3		✓
Sanctuary	Newcastle	Fletcher	Land	650 lots	84 lots		Precincts 8,9,10		✓
Spring Farm	Camden	Spring Farm	Land	1420 lots	161 lots		Precincts 201 and 304		✓
The Ponds Stage 4	Blacktown	The Ponds	Land	755 lots	328 lots		Precincts 1 and 2		✓
Thornton	Penrith	North Penrith	Land and built form	482 lots	167 lots		Precinct 5		✓
Vantage	Port Stephens	Corlette	Land	300 lots	65 lots		Precinct 27		No

Appendix 2

2014 SUSTAINABILITY INDICATORS

Corporate	Project Identification	Developing a Vision	Planning and Design	Delivery	Marketing and Sales
<ol style="list-style-type: none"> 1. Leadership integrating the core values and environmental, economic and social sustainability 2. Total revenue 3. Sales margin 4. Return on sales 5. Earnings before interest and tax (EBIT) 6. Return on equity 7. Return on total operating assets 8. Debt to equity ratio 9. Dividend and tax equivalent returned to NSW Government 10. Total jobs generated 11. Total economic output generated 12. Paper purchased recycled content 13. Volume co-mingled recycled 14. 5 star NABERS tenancy for the head office 15. Water efficiency of the head office 16. Employee satisfaction 17. Stakeholder management 	<p>To be developed over 2013-2014</p> <ol style="list-style-type: none"> 18. % PDAs and/or agreements that include tailored non-financial measures 	<p>To be developed over 2013-2014</p> <ol style="list-style-type: none"> 19. % projects with social due diligence 20. % projects with social plan 	<ol style="list-style-type: none"> 21. % projects with WSUD 22. % projects that use PRECINX to develop project specific objectives * 23. % area of native vegetation retained within developable area* 24. % area impacting threatened species * 25. % area of retained native vegetation that is protected within developable area* 26. % retained native vegetation that is restored or regenerated (including waterfront land) * 27. % waterfront land (including riparian corridors) protected within developable area* 28. % waterfront land (including riparian corridors) restored or rehabilitated * 	<ol style="list-style-type: none"> 29. % reduction in Nitrogen 30. Percentage recovery (reuse and recycling) of waste from civil works and building construction* 31. Exceeding BASIX for water (best performer highlighted)* 32. BASIX 55 for energy (best performer highlighted)* 33. % Public open space irrigation by non-potable water 34. % of total yield that is sold for Moderate Income Housing 35. % recovery (reuse and recycle) of waste from civil works and building construction * 36. % civil works and builder contracts that have WHS and environmental audits done every six months * 37. % of audits for civil works and builder contracts that have non conformances * 38. % of public space and civil works contracts let that advance sustainable products and/or processes * 	<ol style="list-style-type: none"> 39. % projects with community program and the financial value* 40. Financial value of the community facilities in the project 41. Financial value of community sponsorships

*denotes revised and re-worded indicators

Appendix 3

GLOSSARY

BASIX: The Building Sustainability Index is a web-based rating tool that calculates the water and energy efficiency of new homes. The NSW Government introduced BASIX so new homes are designed and built to use up to 40% less water and produce 40% fewer greenhouse gas emissions than today's average home. www.basix.nsw.gov.au

EMP: Environmental Management Plan

Greenhouse gases: Greenhouse gases are those gaseous constituents of the atmosphere, both natural and as a result of human activities that absorb and emit radiation warming the lower atmosphere. This property causes the greenhouse effect.

GreenPower: GreenPower is a government accreditation program for renewable energy. It is bought by energy providers and generated from sources such as mini hydro, wind power and biomass which produce no net greenhouse gas emissions. www.greenpower.gov.au

Ha: hectare

Habitat: Includes Endangered Ecological Communities where habitat is suitable for threatened species.

kg: kilograms

kL: kilolitre

kWh: kilowatt hour

LGA: Local government area

Masterplan: An interpretation of the planning controls and urban design principles for a site setting the framework for future development

Moderate income housing (MIH): Housing that is affordable to moderate income households, defined by Australian Bureau of Statistics household income data. For this reporting period it was for household income between \$64,120 and \$96,180.

NABERS (National Australian Built Environment Rating System): NABERS is a performance-based rating system for existing buildings and includes the building's performance on energy and water. NABERS rates a building on the basis of its measured operational impacts on the environment, and provides a simple indication of how well an organisation is managing these environmental impacts compared with their peers and neighbours. www.nabers.com.au

Stormwater: Surface water resulting from heavy rain, which is channelled into drainage systems to prevent flooding

Total nitrogen: Total nitrogen is the sum of nitrate, ammonia and organic nitrogen. Nitrogen is found in fertilisers and contributes to algal blooms and excessive aquatic plant growth.

Water Sensitive Urban Design (WSUD): WSUD seeks to ensure that urban development and urban landscapes are designed, constructed and maintained in a manner that minimises the impacts on the urban water cycle – drinking water, wastewater, stormwater, and groundwater.

WHS: Work Health and Safety

INDEPENDENT ASSURANCE STATEMENT

To the Board and Executive of UrbanGrowth NSW:

UrbanGrowth NSW commissioned Net Balance Management Group Pty Ltd (Net Balance) to provide independent assurance of the 2014 Sustainability Report (the Report). The Report presents UrbanGrowth NSW's sustainability performance for the period 1 July 2013 to 30 June 2014. UrbanGrowth NSW was responsible for the preparation of the Report and this statement presents our conclusion as independent assurance providers. Net Balance's responsibility in performing its assurance activities is to the Board and Executive of UrbanGrowth NSW in accordance with the terms of reference agreed with them. Other stakeholders should perform their own due diligence before taking any action as a result of this statement.

Assurance Standards and Objectives

The assurance engagement was undertaken in accordance with AccountAbility's AA1000 (2008) Assurance Standard (AA1000AS). The AA1000AS standard allows for the evaluation of an organisation's management, performance and reporting on sustainability issues. Specifically, through Net Balance evaluating the organisation's adherence to the AA1000 AccountAbility Principles (2008) of:

- **Inclusivity:** How does the organisation include stakeholders in developing and achieving an accountable and strategic response to corporate responsibility and sustainability?
- **Materiality:** How does the organisation include in its reporting the material (most important) information required by its stakeholders to make informed judgements, decisions and actions?
- **Responsiveness:** How does the organisation respond to stakeholder concerns, policies and relevant standards and adequately communicate these in its reporting?

Assurance Type, Level, Scope and Limitations

Net Balance provided 'Type 2' moderate level of assurance in accordance with AA1000AS (2008), and assessed UrbanGrowth NSW's adherence to the AA1000 AccountAbility Principles (2008). A third-party level check of the Report was undertaken against UrbanGrowth NSW's self-assessed A+ reporting level of the Global Reporting Initiative (GRI) G3.1 Guidelines and the Construction and Real Estate Sector Supplement (CRESS). The subject matter and criteria for this assurance engagement included the following.

Table 1: Sustainability Performance information selected for assurance		
Performance Area	Indicators	Criteria
Environmental stewardship	Water conservation, water quality, energy efficiency	<ul style="list-style-type: none"> • GRI G3.1 (CRESS) • UGNSW Sustainability Report Manual
Engaging communities and building social capital	Community and stakeholder consultation, social programs, investing in the community	<ul style="list-style-type: none"> • GRI G3.1 (CRESS) • UGNSW Sustainability Report Manual
Our supply chain	Sustainable procurement, audits	<ul style="list-style-type: none"> • GRI G3.1 (CRESS) • UGNSW Sustainability Report Manual
GRI	GRI application level A+	<ul style="list-style-type: none"> • GRI G3.1 (CRESS)

Assurance Methodology

The assurance engagement was undertaken between July and November 2014, and involved:

- interviews with the Development Director, Development Manager, General Manager Development, Senior Development Manager, Head of Corporate Affairs, and a Board Member;
- a review of the UrbanGrowth NSW Materiality determination process;
- interviews with key personnel responsible for collating and writing various parts of the Report to substantiate the reliability of selected claims;
- checking report disclosures for any significant omissions and anomalies, particularly in relation to claims as well as trends in data;
- testing of selected data points and statements relating to the subject matter outlined in Table 1; and
- assessing the report against the Global Reporting Initiative (GRI) G3.1 and CRESS standards to confirm UrbanGrowth NSW's A+ application level.

Our Independence

Net Balance was not responsible for preparing any part of the Report. UrbanGrowth NSW personnel were responsible for selecting the material issues and indicators to report against for the Report.

Net Balance confirms that we are not aware of any issues that could impair our objectivity in relation to this assurance engagement, in accordance with our Independence Policy.

Our Competency

The UrbanGrowth NSW assurance engagement was carried out by an experienced team of professionals led by a Lead Sustainability Assurance Practitioner (Lead CSAP), accredited by AccountAbility in the UK. The project included personnel with expertise in environmental and social performance measurement across a range of industry sectors.

Findings and Conclusions

Adherence to AA1000 Principles

Inclusivity:

We observed UrbanGrowth NSW has mature processes for engaging a wide range of stakeholders including State and Local Government, industry groups, local communities and residents on economic, social, and environmental issues at each project milestone. We observed Board and Executive level involvement in the engagement of stakeholders on projects, designed to enable sustainability requirements and the broader strategic imperatives of UrbanGrowth NSW to be upheld by project partners and suppliers.

Materiality:

UrbanGrowth NSW has a mature understanding of how material sustainability issues can both positively and negatively impact key stakeholders, as well as the underlying drivers of business value. The materiality process is broad and balanced, and integrates with risk management processes. As stated in the report, with UrbanGrowth NSW's new focus on major urban transformation, further work is required to renew the sustainability strategy and targets to align with this new strategic focus.

Responsiveness:

Net Balance tested the responsiveness of UrbanGrowth NSW to its stakeholders through a review of management systems and policies that govern the way that UrbanGrowth NSW responds to stakeholder concerns and interests. UrbanGrowth NSW was found to be responsive to stakeholder concerns and expectations during the reporting year.

GRI Third Party Check

The GRI application level check found that the Report was classified as A+.

Conclusion

Overall, it is Net Balance's conclusion that nothing has come to our attention to indicate that the Report was not a fair representation of UrbanGrowth NSW sustainability performance during the reporting period. Based on our assurance procedures, nothing came to our attention to prevent us from our conclusion that the selected sustainability performance information had been prepared, in all material respects, in accordance with the criteria as presented in Table 1.

The Way Forward

Net Balance found the Report appropriately addressed UrbanGrowth NSW's material environmental and social aspects. To ensure continued improvement of UrbanGrowth NSW's sustainability performance reporting, Net Balance identified a number of recommendations, below:

- This is the last year that companies can report using the GRI 3.1 guidelines. We recommend a plan for transitioning to the GRI G4 guidelines be prepared and implemented prior to future reporting.
- Improvements should be made to streamline data capture, data management, and reporting processes.
- An assessment of materiality aspects should be undertaken by UrbanGrowth NSW, given the rapid change in focus for the organisation over the coming years.

Further detail on these recommendations has been provided in a report to UrbanGrowth NSW's Board and Executive.

On behalf of the assurance team

6 November 2014



Terence Jeyaretnam
Director & Lead CSAP (AccountAbility UK)



Appendix 4

GRI INDEX

G3.1 Content Index - Construction and Real Estate Sector Supplement

Application Level	Assured by Netbalance		
STANDARD DISCLOSURES PART I: Profile Disclosures			
1. Strategy and Analysis			
Profile Disclosure	Disclosure	Level of reporting	Location of disclosure
1.1	Statement from the most senior decision-maker of the organization.	Fully	Annual report - Chairmans Review p4, Chief Executive's Review p 5 Sustainability Report p4 CEO Sustainability Statement 2014 www.urbangrowthnsw.com.au/work/sustainability.aspx
1.2COMM	Description of key impacts, risks, and opportunities.	Fully	Annual report p10-16 Sustainability Report p12-19 CEO Sustainability Statement 2014 www.urbangrowthnsw.com.au/work/sustainability.aspx
2. Organizational Profile			
Profile Disclosure	Disclosure	Level of reporting	Location of disclosure
2.1	Name of the organization.	Fully	UrbanGrowth NSW Annual report p16 and foot of every page
2.2	Primary brands, products, and/or services.	Fully	Annual Report p 5, 16
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	Annual report p 6-9 Sustainability Report p6
2.4	Location of organization's headquarters.	Fully	60 Station Street, Parramatta
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	Annual Report p7,9
2.6	Nature of ownership and legal form.	Fully	Annual Report p9,16
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	Annual Report p9, 12-13
2.8COMM	Scale of the reporting organization.	Fully	Annual Report p9
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	Annual Report p12-13
2.10	Awards received in the reporting period.	Fully	Annual Report p10

3. Report Parameters

Profile Disclosure	Disclosure	Level of reporting	Location of disclosure
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	Annual Report - Ministers' letter
3.2	Date of most recent previous report (if any).	Fully	Annual Report p27
3.3	Reporting cycle (annual, biennial, etc.)	Fully	Annual Report - Ministers' letter
3.4	Contact point for questions regarding the report or its contents.	Fully	Annual Report p81
3.5	Process for defining report content.	Fully	Sustainability Report p8
3.6COMM	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	Annual Report p9 Our Sustainability Report covers project performance for those projects that meet certain milestones (http://www.urbangrowthnsw.com.au/work/sustainability.aspx - Sustainability Indicators) . Our annual report covers all operations owned and leased by UrbanGrowth NSW with the exception of exemptions cited p29/29)
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	Sustainability Report p8
3.8COMM	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	Annual Report p13
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	Sustainability Report p17 Project data is compiled from UrbanGrowth NSW' development teams with aggregated findings and assumptions independently audited. Human resources data is provided by Human Resources team . Waste data is provided through waste reports from our contractors and aggregated by the Sustainability team. Technical analysis of project level water and energy results is undertaken by independent specialists in these fields.
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	Annual Report p76-78 Sustainability Report p15
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	Annual report p76-78 Sustainability Report p8
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	Sustainability Report Appendix 3
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	Sustainability Report Appendix 3

4. Governance, Commitments, and Engagement

Profile Disclosure	Disclosure	Level of reporting	Location of disclosure
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	Annual Report p6-9
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	No
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	Annual Report p16
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	Annual Report p26
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	Annual Report p26 UrbanGrowth NSW has an annual performance review and KPI setting process based on a calendar year period which is applicable to all staff. KPIs are not linked to remuneration as there is no bonus component to Senior Executives' packages and salary increases are in line with NSW Government policy
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	Annual Report p16-17
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Fully	Board members are jointly appointed by the Shareholder Ministers and have skills in core operational areas. The Board endorses our sustainability indicators prior to adoption by the Portfolio Minister.
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	Annual Report p 22-25 Sustainability Strategy and Stakeholder Consultation Workbook at www.urbangrowthnsw.com.au/work/sustainability.aspx

4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	Annual Report p15-17
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	Annual Report p17 Measures considered in assessing Board Performance include being an Employer of Choice and other measures cited in our Annual Report.
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	Annual Report p17 www.urbangrowthnsw.com.au/work/sustainability.aspx
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	Annual Report - p10, p16, p25
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	We are a member of the Urban Development Institute of Australia, Housing Industry Association, Master Builders Association, Urban Taskforce Australia, Green Building Council of Australia, Global Reporting Initiative, Property Council of Australia, Committee for Economic Development of Australia and Corporate Club of Australia
4.14COMM	List of stakeholder groups engaged by the organization.	Fully	Annual Report p22 Sustainability Report p11
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	Annual Report p22-23 Sustainability Report p10
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	Annual Report p22-23, p 25 Sustainability Report p11 Engagement with our government agency partners, and key industry and utility stakeholders generally occurs at least monthly. Our engagement activities with residents and communities on our projects includes the community development and Welcome Program, of which there were 904 events and activities in 2013/14.
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	Sustainability Report p11-12

STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

Profile Disclosure	Description	Level of reporting	Location of disclosure
DMA EC Disclosure on Management Approach EC			
Aspects	Economic PerformanceCOMM	Fully	The Audit and Risk Committee review regulatory and strategic risk on a quarterly basis
	Market presence	Fully	www.urbangrowthnsw.com.au/about-us/overview.aspx
	Indirect Economic ImpactsCOMM	Fully	www.urbangrowthnsw.com.au/about-us/overview.aspx Sustainability Report p17
DMA EN Disclosure on Management Approach EN			
Aspects	MaterialsCOMM	Fully	www.urbangrowthnsw.com.au/work/sustainability.aspx
	EnergyCOMM	Fully	www.urbangrowthnsw.com.au/work/sustainability.aspx
	WaterCOMM	Fully	www.urbangrowthnsw.com.au/work/sustainability.aspx
	BiodiversityCOMM	Fully	www.urbangrowthnsw.com.au/work/sustainability.aspx
	Emissions, effluents and wasteCOMM	Fully	www.urbangrowthnsw.com.au/work/sustainability.aspx
	Land Degradation, Contamination and Remediation	Fully	www.urbangrowthnsw.com.au/work/sustainability.aspx
	Products and ServicesCOMM	Fully	www.urbangrowthnsw.com.au/work/sustainability.aspx
	Compliance	Fully	www.urbangrowthnsw.com.au/work/sustainability.aspx
	TransportCOMM	Fully	www.urbangrowthnsw.com.au/work/sustainability.aspx
	Overall	Fully	www.urbangrowthnsw.com.au/work/sustainability.aspx

DMA LA Disclosure on Management Approach LA			
Aspects	EmploymentCOMM	Fully	Annual Report p24-25 http://www.lawlink.nsw.gov.au/lawlink/irc/IL_irc.nsf/pages/IRC_procedures_legislation_awards_index_L#1893
	Labor/management relations	Fully	Annual Report p24-25 http://www.lawlink.nsw.gov.au/lawlink/irc/IL_irc.nsf/pages/IRC_procedures_legislation_awards_index_L#1893
	Occupational Health and SafetyCOMM	Fully	Annual Report p21 Award, Audit and Risk Committee quarterly review
	Training and EducationCOMM	Fully	Annual Report p24-25 UrbanGrowth NSW supports staff training and development consistent with the organisation's strategic business needs and individual career and performance needs. We fully reimburse pre-approved studies on successful completion of study units and provide associated study time. UrbanGrowth NSW works with staff to support suitable secondments and on-the-job training and coaching.
	Diversity and equal opportunityCOMM	Fully	Annual Report p24-25 http://www.lawlink.nsw.gov.au/lawlink/irc/IL_irc.nsf/pages/IRC_procedures_legislation_awards_index_L#1893
	Equal remuneration for women and men	Fully	http://www.lawlink.nsw.gov.au/lawlink/irc/IL_irc.nsf/pages/IRC_procedures_legislation_awards_index_L#1893
DMA HR Disclosure on Management Approach HR			
Aspects	Investment and procurement practicesCOMM	Fully	http://www.lawlink.nsw.gov.au/lawlink/irc/IL_irc.nsf/pages/IRC_procedures_legislation_awards_index_L#1893
	Non-discriminationCOMM	Fully	Annual Report p15, p24-25 http://www.lawlink.nsw.gov.au/lawlink/irc/IL_irc.nsf/pages/IRC_procedures_legislation_awards_index_L#1893
	Freedom of association and collective bargaining	Fully	http://www.lawlink.nsw.gov.au/lawlink/irc/IL_irc.nsf/pages/IRC_procedures_legislation_awards_index_L#1893
	Child laborCOMM	Fully	http://www.lawlink.nsw.gov.au/lawlink/irc/IL_irc.nsf/pages/IRC_procedures_legislation_awards_index_L#1893
	Prevention of forced and compulsory laborCOMM	Fully	http://www.lawlink.nsw.gov.au/lawlink/irc/IL_irc.nsf/pages/IRC_procedures_legislation_awards_index_L#1893
	Security PracticesCOMM	Fully	All our security staff are obliged to comply with all applicable legislation in the particular jurisdictions in which they work.
	Indigenous rights	Fully	http://www.lawlink.nsw.gov.au/lawlink/irc/IL_irc.nsf/pages/IRC_procedures_legislation_awards_index_L#1893
	Assessment	Fully	http://www.lawlink.nsw.gov.au/lawlink/irc/IL_irc.nsf/pages/IRC_procedures_legislation_awards_index_L#1893
	Remediation	Fully	http://www.lawlink.nsw.gov.au/lawlink/irc/IL_irc.nsf/pages/IRC_procedures_legislation_awards_index_L#1893
DMA SO Disclosure on Management Approach SO			
Aspects	Local communitiesCOMM	Fully	Sustainability Report p17-18
	CorruptionCOMM	Fully	Our Code of Conduct covers compliance. Staff acknowledge that they've read the Code of Conduct. UGNSW also operates a compliments and complaints register that is reported to the executive body periodically. http://www.urbangrowthnsw.com.au/contact-us/governance.aspx http://www.urbangrowthnsw.com.au/news/publications/gipa.aspx
	Public policy	Fully	We operate under a Trade Practices manual, and we have a compliments and complaints register reported quarterly to the Audit and Risk Committee.
	Anti-competitive behaviorCOMM	Fully	Our risk management framework and formal risk review to board level includes anti-corruption and anti-competitive behaviour. We operate under the Australian Competition and Consumer Act 2010 through our competition and consumer issues register.
	Compliance	Fully	Our Code of Conduct covers compliance. Staff acknowledge that they have read the code of conduct as part of their induction into the organisation.

DMA PR Disclosure on Management Approach PR				
Aspects	Customer health and safety	COMM	Fully	We operate under the Work, Health and Safety Act 2011.
	Product and service labelling	COMM	Fully	Our products comply with conveyancing laws including the Building Code of Australia standards. Other relevant legislation is addressed within our contracts. We independently audits our operations and undertake risk assessments which are passed onto contractors accessing our sites.
	Marketing communications		Fully	We operate under the Fair Trading Act 1987 (NSW) and the Australian Competition and Consumer Act 2010.
	Customer privacy		Fully	Annual Report p15, p20
	Compliance		Fully	We operate under the Fair Trading Act 1987 (NSW) and the Australian Competition and Consumer Act 2010.
				STANDARD DISCLOSURES PART III: Performance Indicators
Economic				
Indicator	Description		Level of reporting	Location of disclosure
Economic performance				
EC1COMM	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.		Fully	Annual Report p9, 47-48 Sustainability Report p18, p21
EC2COMM	Financial implications and other risks and opportunities for the organization's activities due to climate change and other sustainability issues.		Fully	Sustainability including ecological considerations and climate change variables such as coastal sea rise and flooding are investigated as part of Due Diligence processes and checklists when we assess new sites. Due Diligence findings then inform budget estimates and proposed work programs to develop or master plan sites. Further in-depth analysis or studies are then undertaken if the project proceeds. We commission studies to assess and determine how we manage key risks such as land contamination, flora and fauna communities, and social impacts of development. We are guided by the NSW Coastal Planning Guidelines when assessing and planning for typical coastal development considerations including risks such as sea level rise and land use intensity in such zones.
EC3	Coverage of the organization's defined benefit plan obligations.		Fully	Annual report p 47-48
EC4	Significant financial assistance received from government.		Fully	Annual Report p35,39
Market presence				
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.		Fully	Wages are determined by the State Award (NSW).
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.		Fully	UGNSW operates within NSW and considers suppliers sourced within the State as 'local' for the purposes of this report. We have a panel of prequalified contractors and consultants, the majority of which are based within NSW. One of these panels categorises suppliers by region (Sydney and Hunter). Our procurement policy and guidelines require tender evaluations to consider price and technical criteria and our decisions are not based purely on location.
EC7COMM	Procedures for local hiring and proportion of senior management and all direct employees, contractors and sub-contractors hired from the local community at significant locations of operation.		Fully	UGNSW operates within NSW. We have a panel of prequalified contractors and consultants, the majority of which are based within NSW. One of these panels categorises suppliers by region (Sydney and Hunter). Our procurement policy and guidelines require tender evaluations to consider price and technical criteria and our decisions are not based purely on location.
Indirect economic impacts				
EC8COMM	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.		Fully	Sustainability Report p17
EC9COMM	Understanding and describing significant indirect economic impacts, including the extent of impacts.		Fully	Positive and negative impacts for proposed project sites are assessed as part of due diligence processes which inform an opportunities and constraints report. These reports are assessed by our Board and/or Executive team, depending on the level of risk identified.

Environmental			
Indicator	Description	Level of reporting	Location of disclosure
Materials			
EN1COMM	Materials used by weight, value or volume.	Not	Not material. The majority of our operational materials are stationary, fleet and office equipment.
EN2COMM	Percentage of materials used that are recycled and reused input materials.	Fully	Sustainability Report p19 This is reported in our Waste results as percentages of recycled civil works and builder works waste compared to waste generated.
Energy			
EN3COMM	Direct energy consumption by primary energy source.	Fully	486.77 GJ (scope 1)
EN4COMM	Indirect energy consumption by primary source.	Fully	579.89GL (Scope 2)
CRE1	Building energy intensity.	Fully	Building energy intensity of Parramatta and Newcastle offices = 1299 kWh per person based on 124 staff in 2013/14. Actual energy data sourced from electricity invoices (Scope 2).
EN5COMM	Energy saved due to conservation and efficiency improvements.	Fully	A key criteria for the brief for relocating to our head office was NABERS 5* rating. Energy saving initiatives such as swipe to print, computer power down and automated 'smart' energy systems contribute in part to significant savings of 46.9% in energy use. However this reduction also reflects that over a 6 month relocation period in 2012-2013 we were paying for electricity across the new and former head office buildings.
EN6COMM	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	UGNSW uses 100% GreenPower and has done so since 2010.
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	In late 2014 UGNSW developed a Travel Policy which prioritises low impact and efficient forms of travel such as public transport where possible. The policy also encourages using alternative methods of communicating over long distances such as teleconferencing and video conferencing.
Water			
EN8COMM	Total water withdrawal by source.	Not	Not material. UrbanGrowth does not hold any water extraction licences.
EN9COMM	Water sources significantly affected by withdrawal of water.	Not	Not material. UrbanGrowth does not hold any water extraction licences.
EN10COMM	Percentage and total volume of water recycled and reused.	Fully	All roof rain water for our Head Office is stored on the ground level and used for bathroom toilet flushing. It is filtered and cleaned with UV radiation for use in toilet flushing and urinals.
CRE2	Building water intensity.	Fully	All roof rain water for our Head Office is stored on the ground level and used for bathroom toilet flushing. Consumption data for potable water could not be validated for this year. Building management is working to rectify data collection and analysis system.
Biodiversity			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Fully	UGNSW aggregates and analyses qualitative biodiversity data when project sites are at masterplan approval stage. As no projects are at this development stage this year, biodiversity outcomes will be reported next year for those projects.
EN12COMM	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Fully	One of the biggest environmental impacts associated with urban development is the removal of habitat and landscape fragmentation. We report on the impact our developments have on threatened species and riparian corridors when projects meet masterplan approval stage. See EN14 for mitigation measures which apply to all projects.
EN13COMM	Habitats protected or restored.	Fully	UGNSW aggregates and analyses biodiversity data when project sites are at masterplan approval stage. As no projects are at this development stage this year, biodiversity outcomes will be reported next year for those projects at the masterplanning approval stage.
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Fully	UGNSW's commitment to protecting biodiversity is enshrined as one of four key sustainability guiding principles in its Sustainability Strategy http://www.urbangrowthnsw.com.au/work/sustainability.aspx . At project level, ecological communities, sensitive riparian areas and any conservation listings or considerations are assessed and mapped as part of due diligence at the outset site feasibility stage. Site specific ecological analysis and recommendations then inform the masterplan that governs decision making throughout the project.
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Fully	UGNSW aggregates and analyses biodiversity data when project sites are at masterplan approval stage. As no projects are at this development stage this year, biodiversity outcomes will be reported next year for those projects at the masterplanning approval stage.

Emissions, effluents and waste

EN16COMM	Total direct and indirect greenhouse gas emissions by weight.	Fully	62.27 CO2e tonnes - Scope 1 and Scope 3 (GreenPower purchased for our offices so no scope 2 emissions)
EN17COMM	Other relevant indirect greenhouse gas emissions by weight.	Fully	Scope 3 emissions = 29.85 CO2e tonnes. Excludes taxi and air travel emissions.
CRE3	Greenhouse gas emissions intensity from buildings.	Fully	Zero emissions intensity as Greenpower is purchased for our buildings.
CRE4	Greenhouse gas emissions intensity from new construction and redevelopment activity.	Not	We outsource all building activity.
EN18COMM	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	Sustainability Report p14 A key criteria for the brief for relocating to our head office was NABERS 5* rating. Energy saving initiatives such as swipe to print, computer power down and automated 'smart' energy systems contribute in part to significant savings of 46.9% in energy use. However this reduction also reflects that over a 6 month relocation period in 2012-2013 we were paying for electricity across the new and former head office buildings. Associated emissions reductions were achieved in line with the reduction in energy use.
EN19	Emissions of ozone-depleting substances by weight.	Not	Not material. Our NOx and SOx emissions are not considered to be significant.
EN20	NOx, SOx, and other significant air emissions by type and weight.	Not	Not material
EN21COMM	Total water discharge by quality and destination.	Not	Not material Our development processes and civil works do not include discharging water.
EN22COMM	Total weight of waste by type and disposal method.	Fully	Total 'waste' recorded on project sites (including soil contaminated or otherwise) this year was 387,838.8 tonnes. Of this, we recycled 98.5%, including remediating contaminated soils for use on site.
EN23	Total number and volume of significant spills.	Fully	No significant spills occurred in the reporting period.
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Partially	Hazardous waste transported to landfill from our contractors = 1210.8 tonnes This tonnage includes contaminated soils. Our contractors are responsible for managing hazardous waste where it is evident.
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Fully	UGNSW aggregates and analyses qualitative biodiversity data when project sites are at masterplan approval stage. As no projects are at this development stage this year, biodiversity outcomes will be reported next year for those projects.

Land Degradation, Contamination and Remediation

CRE5	Land and other assets remediated and in need of remediation for the existing or intended land use according to applicable legal designations.	Fully	Contamination assessments are included in due diligence assessments undertaken at site feasibility stage. Where contamination exists this is identified in the opportunities and constraints report to the Board and/ or Executive. Remediation is completed in accordance with SEPP 55 Managing Land Contamination Guidelines.
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Products and services

EN26COMM	Initiatives to enhance efficiency and mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	Sustainability Report p15-16
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not	Not material. We do not use packaging for our products.

Compliance

EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	No fines were received in the reporting period.
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Transport

EN29COMM	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Not	Not material. We do not transport products and other goods and materials to maintain our core business.
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Overall

EN30	Total environmental protection expenditures and investments by type.	Fully	We are certified under the ISO14001 Environmental Management Systems standard which includes our operations in our office and predeveloped sites. Our contractors manage their onsite environmental protection expenditures and investments.
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Social: Labor Practices and Decent Work

Indicator	Description	Level of reporting	Location of disclosure
Employment			
LA1COMM	Total workforce by employment type, employment contract, and region, broken down by gender.	Fully	Annual Report - Corporate activities - Executive positions (p26-28) 195 staff 105 males (44 permanent, 24 terms, 37 senior management contracts) 90 females (40 permanent, 35 terms, 15 senior management contracts)
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Fully	49 new employee hires (25% of all staff): 25females (20-24 (2),25-29 (3), 30-34 (7), 35-39 (3), 40-44 (5), 45-49 (3), 50-54 (2)), 24 males (20-24 (1), 25-29 (1), 30-34 (6), 35-39 (5), 40-44 (3), 45-49(7), 60-65(1))
LA3COMM	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Fully	Employee conditions are outlined in the Award.
LA15	Return to work and retention rates after parental leave, by gender.	Fully	3 males returned to work after parental leave, 100% retention rate.
Labor/management relations			
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	5% of staff were members of the Public Service Association and 100% of staff were under the NSW Government Award.
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Fully	http://www.lawlink.nsw.gov.au/lawlink/irc/IL_irc.nsf/pages/IRC_procedures_legislation_awards_index_L#1893
Occupational health and safety			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Fully	6% of employees are on the Work Health and Safety committee that helps monitor and advise on occupational health and safety.
LA7COMM	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Fully	Absenteeism figures for financial year: M: 302.32 days , F: 424.43 days
CRE6	Percentage of the organization operating in verified compliance with an internationally recognized health and safety management system.	Fully	UGNSW operates a Work Health Safety framework which is compliant with applicable NSW legislation. The application of this framework results in: <ul style="list-style-type: none"> UGNSW workplace compliance with its framework :100% UGNSW contracted workplace participants' completion of safe work plans and independent audits of those plans covering the substantive part of UGNSW contracted work. The overall application of the UGNSW WHS framework is subjected to independent internal audit.
LASCOMM	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	Employee Assistance Program available to all staff and their families
LA9	Health and safety topics covered in formal agreements with trade unions.	Fully	The Award includes WHS compliance arrangements meeting NSW WHS legislation and formal agreements with trade unions.
Training and education			
LA10COMM	Average hours of training per year per employee by gender, and by employee category.	Fully	Sustainability Report p12. Total hours of combined training (external and internal training) was 604.75 hours. Average hours of training per year per employee by gender and by employee category is shown for the external training component only (473.75 hours). Level 3 21/5 = 4.2 hrs Level 4 28/24 = 1.17 hrs Level 5 21/27 = 0.78 hrs Level 6 119/21 = 5.67 hrs Level 7 120.25/46 = 2.61 hrs SM 164.5/52 = 3.16 hrs Female: 192.5/90 = 2.14 hrs Male: 281.25/105 = 2.68 hrs
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	Staff are able to access a full range of training at all levels of the organisation including technical skills training, soft skills training (management, communication etc) and coaching / mentoring to ensure ongoing professional development. Additionally staff who want to further their education can apply for financial assistance to cover the cost of obtaining a certificate, diploma, degree or masters. For staff who are looking to retire, the company is able to provide support and assistance with this process to ensure a smooth transition during this significant stage in their life. (our employees section)
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	100% of employees generally receive regular performance and career development reviews. However formal performance reviews have been postponed over this transition year as the business shifts from Landcom to UrbanGrowth and undergoes significant structural change.

Diversity and equal opportunity

LA13COMM	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Fully	Annual Report p16, 24
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Equal remuneration for women and men

LA14COMM	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Fully	Annual Report - Executives with remuneration equal to or exceeding ses level 1 Salary band (\$) and ratio of one women compared to the number of men within this category: Level 1 46,709-54,301 (1:0) Level 2 58,379-63,427 (1:0.14) Level 3 66,604-72,886 (1:0.25) Level 4 77,097-85,079 (1:0.6) Level 5 92,185 - 101,729 (1:0.35) Level 6 107,938 - 116,820 (1:1.33) Level 7 122,787 -135,086 (1:2.54) Level 8 146,597-160,312 (1:5) Senior Managers (1:2.47)
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Social: Human Rights

Indicator	Description	Level of reporting	Location of disclosure
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Investment and procurement practices

HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Fully	All investments and activities comply with relevant legislation including: - Australian Human Rights Commission Act 1986 - Age Discrimination Act 2004 - Disability Discrimination Act 1992 - Racial Discrimination Act 1975 - Sex Discrimination Act 1984
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Fully	UrbanGrowth NSW operates only in NSW. All businesses operating in NSW are governed by relevant legislation including: - Australian Human Rights Commission Act 1986 - Age Discrimination Act 2004 - Disability Discrimination Act 1992 - Racial Discrimination Act 1975 - Sex Discrimination Act 1984. All contractors for works are required to submit a Work, Health and Safety plan and independent audit.
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Fully	Our policies and procedures relate to: Fair Treatment (Anti-Discrimination) and Grievance Procedures; Harassment Free Workplace and an Employee Assistance Program. 50 hours were spent familiarising new staff with these policies at induction. All staff undertook compulsory anti-bullying and harrasment training during the reporting period equating to 390 hours. Total hours for all training on these policies and procedures =440

Non-discrimination

HR4COMM	Total number of incidents of discrimination and corrective actions taken.	Fully	Annual Report - p24
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Freedom of association and collective bargaining

HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Fully	We operate in accordance with all Federal and State based laws including the Fair Work Act 2009. Our employees rights are included in the Award: http://www.lawlink.nsw.gov.au/lawlink/irc/ll_irc.nsf/pages/IRC_procedures_legislation_awards_index_L#1893
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Child labor

HR6COMM	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Not	Not material. We are governed by Australian and NSW legislation which addresses this issue.
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Forced and compulsory labor

HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Fully	Our operations, major works contracts and terms of engagement only occur within NSW and comply with NSW and Federal law including the Fair Work Act 2009.
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Security practices

HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Fully	All our security staff are obliged to comply with all applicable legislation in the particular jurisdictions in which they work.
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Indigenous rights			
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Fully	No grievances were received in 2013/14.
Assessment			
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Fully	Zero human rights reviews and human rights impact assessments undertaken.
Remediation			
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Fully	Annual Report - p24
Social: Society			
Indicator	Description	Level of reporting	Location of disclosure
Local communities			
S01COMM	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Fully	Annual report p22 Sustainability Report p18 100% of projects projects in delivery phase in our Retail Transition division have implemented local community engagement, impact assessments and development programs. As the pipeline of new urban renewal projects are developed, 100% of these projects will include local community engagement and impact assessments. Development programs for urban renewal projects will be considered on a project-by-project basis.
S09COMM	Operations with significant potential or actual negative and positive impacts on local communities.	Fully	Annual Report p5, 10-15 Sustainability Report p17-18
S010	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Fully	Sustainability Report17-18 All projects undertake an environmental impact and social planning study as part of the masterplanning and approval process. Prevention and mitigation methods are implemented to achieve a standard beyond legal compliance. UGNSW also invests in community facilities, a neighbourhood Welcome Program and community development initiatives to connect new residents with exisiting communities in our projects.
CRE7	Number of persons voluntarily and involuntarily displaced and/or resettled by development, broken down by project.	Fully	There were no resettlements this year as a result of our projects.
Corruption			
S02	Percentage and total number of business units analyzed for risks related to corruption.	Fully	100% of business units were analysed for risks related to corruption through the application of a risk management framework and formal risk review to board level.
S03	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	100% of employees were trained in the organisation's anti-corruption policies and procedures through our legal unit.
S04	Actions taken in response to incidents of corruption.	Fully	There were no incidents of corruption.
Public policy			
S05COMM	Public policy positions and participation in public policy development and lobbying.	Fully	Annual Report p16, p24 We are a NSW state-owned corporation and do not participate in public lobbying.
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Not	Not material. We are a NSW state-owned corporation and do not engage in this activity.
Anti-competitive behavior			
S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	Zero
Compliance			
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	Zero

Social: Product Responsibility			
Indicator	Description	Level of reporting	Location of disclosure
Customer health and safety			
PR1COMM	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Fully	Developments comply with the Building Code of Australia and contractors demonstrate their WHS performance through pre-qualification and independent audits. 100% of products are assessed for improvement to ensure compliance with all applicable conveyancing laws including the Conveyancing and Law of Property Act 1898.
PR2COMM	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Fully	No incidents were recorded.
Product and service labelling			
PR3COMM	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Fully	Sustainability Report p19. Developments comply with the Building Code of Australia. We comply with all applicable conveyancing laws including the Conveyancing and Law of Property Act 1898.
CRE8	Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation and redevelopment.	Fully	UGNSW has been accredited to the international standard AS/NZS ISO 14001 for our environmental management system since 2000. A key criteria for the brief for relocating to our head office was NABERS 5* rating. Energy saving initiatives such as swipe to print, computer power down and automated 'smart' energy systems continue to contribute taking our tenancy rating beyond this to 6 star. Green Power is used at all corporate offices of the organisation, and a NABERS rating of 4 star forms part of criteria when selecting offices for the future.
PR4COMM	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Fully	No incidents were recorded.
PR5COMM	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	Annual Report P25-26
Marketing communications			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	We comply with the Fair Trading Act 1987 (NSW) and the Australian Competition and Consumer Act 2010. All customer information is held confidentially in accordance with the Privacy Act 1988 and the Spam Act 2003. Our in-house legal team reviews and provides advice prior to any changes to advertising message, policies and customer communications changes to process.
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Fully	Zero
Customer privacy			
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Fully	Annual Report - P18,21
Compliance			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Fully	Nil fines were received



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