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| **Sustainability Targets** |
| **Objectives** | **Project Stage** | **Target** |
| **Focus Area: Enhanced Urban Design and Placemaking** |
| Enhance the Swan River Crossing and surrounding area | Design | Investigate opportunities to enhance the Swan River precinct identified in consultation with key external stakeholders |
| Construction | Implement at least two (2) opportunities to enhance the Swan River precinct identified during consultation with key external stakeholders |
| Operation | Maintain the implemented Swan River precinct enhancement opportunities |
| Maximise connectivity for multi mode transport | Design | Investigate the needs of all users and transport modes to identify opportunities to improve user connectivity and adopt at least one (1) per mode of transport |
| Construction | Implement at least one (1) opportunity to improve user connectivity for each mode of transport identified for the project |
| Operation | Maintain the implemented user connectivity transport opportunities |
| Preserve and enhance ecological values | Design | Investigate at least one (1) environmental enhancement opportunity |
| Construction | Implement at least one (1) environmental enhancement opportunity, with a stretch target for two (2) opportunities |
| Operation | Maintain the implemented environmental enhancement opportunity(ies) |
| Preserve and enhance heritage values | Design | Investigate at least one (1) heritage enhancement opportunity and adopt one (1) opportunity |
| Construction | Implement at least one (1) adopted heritage enhancement opportunity/project |
| Operation | Maintain the heritage environmental enhancement opportunity/project |
| **Focus Area: Management and Mitigation of Impacts to Water** |
| Optimise the design and groundwater interface  | Design | Investigate opportunities for minimising the risk and challenges of the design and groundwater interface and adopt at least three (3) opportunities |
| Construction | Implement the three (3) adopted mitigation strategies for minimising the risk and challenges of the design and groundwater interface identified during design |
| Operation | Maintain the implemented mitigation strategies for minimising the risk and challenges of the design and groundwater interface  |
| Minimising the impacts of groundwater contamination and acid sulfate soils | Design | Optimise the design to minimise disturbance of acid sulfate soils and groundwater/soil contamination |
| Prepare an Acid Sulfate Soils Management Plan (ASSMP) with the aim to meeting the *Treatment and management of soil and water in Acid Sulfate Soil landscapes* guidelines(DWER 2015) |
| Prepare a Site Contamination Management Plan (SCMP) with the aim to meeting the *Contaminated Sites Guidelines* (DWER 2014).  |
| Construction | Implement the prepared ASSMP |
| Implement the prepared SCMP |
| Operation | Maintain management strategies implemented during construction as per the ASSMP and SCMP |
| Minimise impacts and improve discharge quality to surface water | Design | Investigate methods and management measures to minimise unplanned or unexpected impacts on the Swan River water quality or use |
| Construction | Implement the identified methods and management measures to minimise impacts on the Swan River water quality or use |
| Achieve no more than two (2) Class 2 incidents and zero (0) Class 1 incidents, as defined by the TGA Environmental Management Plan |
| Implement monitoring of the Swan River and achieve the water quality criteria as specified in the management plan approved under the *Swan and Canning Rivers Management Act 2006*.  |
| Operation | Maintain the implemented management measures to minimise impacts to the water quality of the Swan River |
| **Focus Area: Efficient Resource Use and Sourcing** |
| Optimise material selection and quantity | Design | Investigate opportunities to reduce the use of material and adopt at least two (2), with a stretch target for four (4) opportunities for material reduction/use of recycled products |
| Construction | Achieve at least a 5% reduction in materials used on the project as measured by the IS Materials Calculator (i.e. based on environmental impacts) |
| Operation | Minimise use of virgin materials during maintenance |
| Reduce energy requirements and emissions | Design | Investigate energy efficiency opportunities and implement at least three (3) |
| Construction | Achieve at least a 5% reduction in energy used or emissions (Scope 1 and 2) created during project lifetime (construction and operation) |
| Operation | Maintain the asset to ensure that electrical equipment runs efficiently |
| Reduce water requirements | Design | Investigate opportunities to improve water efficiency and adopt at least three (3) |
| Construction | Achieve at least a 5% reduction in total water used on the project (construction and operation) |
| Operation | Maintain the asset to ensure that water consuming equipment and processes operate efficiently |
| Reduce waste and maximise onsite reuse and recycling | Design | Investigate waste minimisation and recycling opportunities on the project and adopt at least three (3) |
| Construction | Divert at least 85% of clean/inert excavation spoil from landfill and reuse at least 50% onsite |
| Divert at least 60% of office resource outputs from landfill |
| Divert at least 70% of other inert resource outputs from landfill |
| Re-use/retain at least 65% of contaminated soil on site, and dispose of not greater than 10% to landfill |
| Re-use/retain at least 50% of acid sulfate soils on site, and dispose of not greater than 15% to landfill |
| Operation | Divert at least 85% of clean/inert excavation spoil from landfill |
| Divert at least 60% of office resource outputs from landfill |
| Divert at least 85% of other inert resource outputs from landfill |
| Re-use/retain at least 50% of acid sulfate soils on sit, and dispose of not greater than 15% to landfill |
| Integration of offsite recycled products and materials | Design | Investigate opportunities to replace the use of virgin materials and adopt at least two (2), with a stretch target for four (4) opportunities |
| Construction | Implement at least two (2) opportunities, with a stretch target for four (4) opportunities |
| Operation | Maximise use of recycled products or materials during maintenance |
| **Focus Area: Industry Prosperity** |
| Improve workforce diversity and wellbeing | Design | Achieve 4 on the cultural and wellness survey of team cohesion |
| Construction | Achieve 4 on the cultural and wellness survey of team cohesion |
| Attract and retain at least 10% of new entrants into the workforce (new employees with less than 5 years' experience) |
| Achieve at least 10% of the workforce representing women |
| Fundraise for 1 event supporting people living with disabilities such as City to Surf for Activ (host a team etc.)  |
| Celebrate 1 event during Pride Month or throughout the year |
| Develop a Flexible Working Arrangements Policy |
| Investigate engagement through the Infrastructure Ready Program |
| Celebrate 1 event for Harmony Week  |
| Operation | Achieve at least 10% of the workforce representing women in non-traditional roles |
| Develop capability and capacity in small subcontractors | Construction | Prepare at least three discrete packages of work to enable to WA Limestone to achieve Main Roads prequalification level R2, and two other small subcontractors have intent to submit for B1/R1.  |
| Increase Aboriginal participation | Design | Investigate and establish business baseline for engaging Aboriginal businesses during construction |
| Construction | Engage at least 30 FTEs for the entire project duration |
| Award at least $10M of contracts to Aboriginal businesses |
| Provide at least 1 mentor to Aboriginal employees for project duration |
| Establish a Project Working Group and implement at least two (2) initiatives |
| An Aboriginal Coordinator was appointed for the project and was available for at least 20%-30% of the project |
| Operation | Achieve and maintain at least 4% of the permanent workforce with Aboriginal employees |
| **Focus Area: Consultation and Partnership** |
| Effective community engagement  | Design | Communicate to external stakeholders and the community the proposed dust mitigation strategies and monitoring |
| Communicate to external stakeholders and the community the proposed noise mitigation strategies and monitoring |
| Communicate to external stakeholders and the community the proposed vibration mitigation strategies and monitoring |
| Complete stakeholder satisfaction surveys every 6 months and achieve at least a 60% rate for community satisfaction |
| Complete community perception surveys every 6 months and achieve at least a 50% rate for community sentiment |
| Identify and implement targeted stakeholder engagement activities |
| Stakeholder input influences more than one (1) priority project negotiable (as defined in the CSEP) |
| Construction | Maintain communication channels and maintain dust mitigation strategies and monitoring |
| Maintain communication channels and maintain noise mitigation strategies and monitoring |
| Maintain communication channels and maintain vibration mitigation strategies and monitoring |
| Complete stakeholder satisfaction surveys every 6 months and achieve at least a 60% rate for community satisfaction |
| Complete community perception surveys every 6 months and achieve at least a 50% rate for community sentiment |
| Stakeholder input influences more than one (1) priority project negotiable (as defined in the CSEP) |
| Operation | Integrate lessons learned from stakeholder engagement completed during design and construction into the operations communication plan |
| Improve outcomes for the Swan River and other key precincts through consultation | Design | Consult with key external stakeholders to identify opportunities |
| Construction | Maintain consultation channels with key external stakeholders during implementation of opportunities |
| Operation | Coordinate with key external stakeholders for maintenance of the implemented opportunities |
| Effective decision making through collaboration with Metronet | Design | Complete monthly meetings with Metronet to establish progress and obtain feedback for integration with the project |
| Construction | Complete bi-monthly meetings with Metronet to establish progress and obtain feedback for integration with the project |