

YEAR ONE COMPLETION REPORT 2024



A construction worker wearing a white hard hat and a white face mask is looking at a set of blueprints. The worker is wearing a dark long-sleeved shirt. The background is a blurred view of a construction site with a window frame. The entire image has a dark teal overlay.

ACCOUNTABLE PEOPLE
RESPONSIBLE PROFIT
COMMITTED TO PLANET

STOCK IMAGE SOURCE: [pexels.com/](https://www.pexels.com/)

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Introduction

Build Clean Lead Green 2023/2024 (BCLG 2023/2024) is the first strategy centring around sustainability for ARC Projects. We proudly developed Build Clean Lead Green with our people (Figure 1) in a social learning frame. This was a co-generative process that facilitated buy-in and passion from our staff cohort. Our call to action arose from a need for change within a waste-ful industry, to do better for our families and future generations, and to simply operate in a better way; a sustainable way. It makes good business sense to lead change and we are proud to do so.

Throughout our first year of implementation, we sought to allow our core principles 'Accountable People; Responsible

Profit; Committed to Planet' to lead all decision making. Build Clean Lead Green was co-developed over a staged process outlined at Appendix 2: Strategy Phases. Build Clean Lead Green holds 20 actions that we have committed to complete over the first year of our strategy (July 2023 – September 2024), that fall under three pillars of action:

1. Waste (5 actions), 2. Fleet Management (3 actions) and 3. Energy Efficiency and Optimisation (12 actions). The complete list of actions within the strategy can be found in Appendix 2: Sustainability Action Register. Build Clean Lead Green 2024 held three 'hero projects' that arose from passionate staff members and strongly aligned with our core values.



The ARC Heart Initiative

a community outreach program whereby our waste materials, donated staff time and a financial contribution are used to support a community affected by a catastrophic event associated with our service delivery.



Culture Change + Education

a face to face 'train the trainer' program whereby internal sustainability champions train staff on the everyday considerations of sustainability in their roles.

This approach aims to make our sustainability endeavours mainstream operations. Our training program will also have an online component that will become a part of mandatory staff training, with assessment completion. This project links to another strategy action whereby staff train external stakeholders within our supply chain

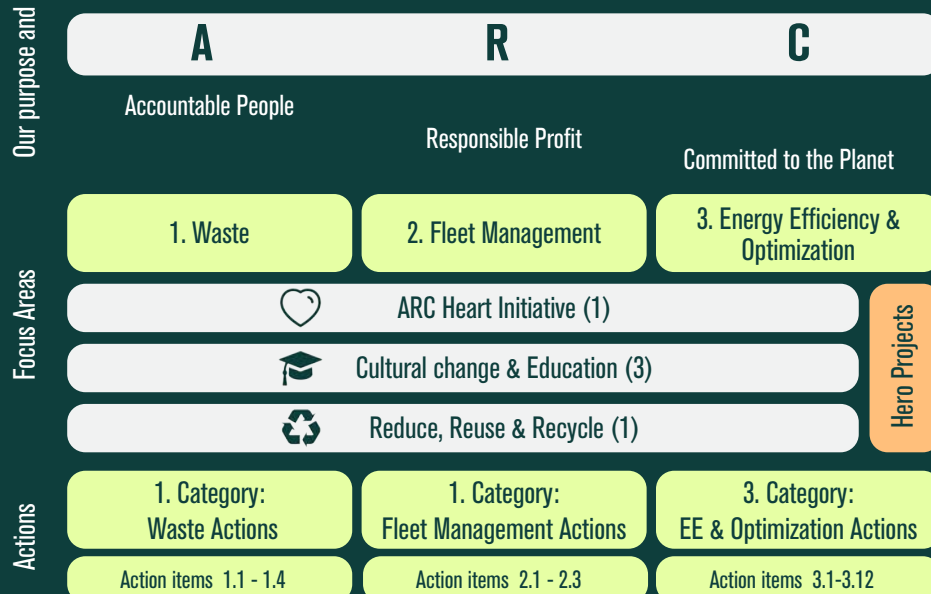


Reduce, Reuse, Recycle

the formal program to standardise waste management across all ARC offices and sites.

Our purpose and values

Build Clean, Lead Green



Hero Projects

Build Clean Lead Green 23/24 commenced implementation in July 2023 for a year. Closing activities for the strategy were implemented out to September 2024, with the end of survey assessment survey circulated to all staff in October 2024.

The Build Clean Lead Green Roadmap for implementation can be found at Appendix 3: Build Clean Lead Green 2024 Roadmap.

This report provides complete and transparent reporting on the implementation and effectiveness of ARC Projects Build Clean Lead Green 2024 Strategy using various modes of data collection and analysis.



IMG 01: ARC PROJECTS PLANT A TREE DAY, PHOTO BY ARC PROJECTS

Executive Summary

ARC Projects is proud to present its first sustainability strategy report on the back of a year of implementing Build Clean Lead Green 2023/2024 (BCLG 2023/2024).

This report provides a transparent representation of strategy effectiveness against measurable targets, the challenges associated in implementation, organisational change observed, intangible co-benefits experienced and a clear direction moving forward for the development of BCLG 2025/2026.

Out of the 20 actions included in the strategy, 15 were completed and 5 were partially completed.

Of the partially completed actions; two actions sat within the waste category (1.1 & 1.3), one out of the fleet management category (2.1), and two out of the energy efficiency and optimisation category (3.5 & 3.12).

All five actions will be implemented in new form through BCLG 2025/2026.

Through a social learning frame, using both qualitative and quantitative data analysis, it has become clear that staff value not only sustainability action, but ARC Project's clear stance and progressive initiative in this realm. This approach evoked an emotional and social connection from the ARC Family, demonstrating pride in being a part of an organisation that is striving to evoke positive change in the construction industry. Stakeholders including sub-contractors and clients demonstrated support and engagement through participation in strategy initiatives, sponsorship and proactive demonstration of action within their own organisations.

All in all, BCLG 2023/2024 was an immense success. It proved to be a strong foundation to embed sustainability into the core operations of ARC Projects, demonstrated valuable lessons to take into future strategy implementation and proved to be an ambitious positive start to an incredible journey of change.

We are excited for the next chapter.

Strategy Partners

Saba Organics

We are proud to partner with Saba Organics for the development and implementation of the Build Clean Lead Green Sustainability Strategy 2023/2024.

Saba Organics products were proudly distributed at every sustainability training event, our face to face initiatives such as Plant a Tree Day, and all Saba Organics products are used in all offices. We proudly purchase SO refill bottles and recycled packaging, as well as supply our staff with SO drinks during staff functions.

Aligning core values and providing non-tox, organic products to deliver on our sustainability actions, Saba Organics has and continues to positively contribute to our sustainability journey into the future.



IMG 02: SABA PRODUCTS PHOTO BY ARC PROJECTS

Brownies Bottle-O

ARC Projects partnered with Brownie's Bottle-o at the very early stages of development of the BCLG 2023/2024 strategy through the initiative of SLT member Shane Jones.

Brownie's Bottle-o is a not for profit community service organisation run by a family with additional needs. They have set up branded can and bottle collection bins at partnering organisations and support staff to sort and exchange recyclable materials to raise funds to support theirs and similar organisations across the wider community. We have collection bins in our Queensland offices, and our staff engage in recyclable material collection days for Brownie's Bottle-o at their local sites.

We have an ongoing partnership with Brownie's Bottle-o and seek to support other similar organisations in their sustainability endeavours.



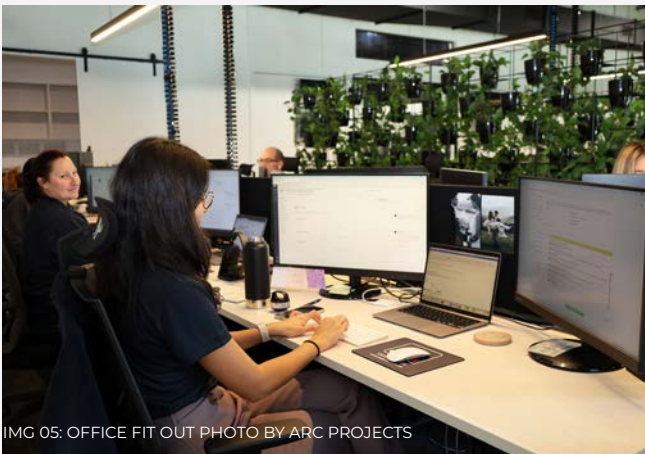
IMG 03: BROWNIES OFFICE VISIT PHOTO BY ARC PROJECTS

Methodology



Each action within the strategy held between two to five unique Key Performance Indicators (KPIs) on which reporting could occur. The complete list of actions with associated KPIs and reporting can be found at Table 1: ARC Projects BCLG 2023/2024 Sustainability Strategy Actions KPI Reporting. Each KPI associated with every action within the strategy was classified as met, partially met or unmet which then ultimately determined whether the action status resulted in completed or partially completed.

To determine progress and assess action completion throughout strategy implementation, monthly meetings were held where Sustainability Leadership Team (SLT) members reported on each action assigned to them. This data was held in a master spreadsheet controlled by the Sustainability Manager. Collation of this data and final evidence of each action status was reported and collated from Sustainability Manager to Managing Director, and can be found in the above mentioned Table. Data collection and results are discussed later in this report (Data Analysis).



In addition to this, a baseline and post strategy online survey allowed for quantitative and qualitative data to be collated, to understand whether organisational change, if any had occurred. The survey was developed by the Sustainability Manager and released via email through Survey Monkey. The survey questions remained semi-consistent, with Question 2 replicable (and ongoing for future strategies) to maximise direct data comparison. A full comparison of the baseline survey and follow-up survey elements can be found at Table 2.



To maintain the social learning frame desired by ARC Projects, a reflective practise was implemented prior to strategy development, and throughout its implementation. This allowed qualitative data to be collected and analysed to determine organisational change factors, changing sentiments associated with sustainability, the strategy as a whole, and integration of sustainable decision making in day to day roles. Five reflection questions were asked of each workshop and meeting participant, 10 minutes of reflection were provided and participants shared their reflections actively at the close of each meeting. Reflections were collected by the Sustainability Manager and collated for data analysis. The reflections questions used were:



What was new?



What was important?



What was challenging?



What am I taking away?



**How has my perspective
changed?**

This reflective practise was adopted from social learning and soft systems methodology to capture qualitative data in the context of organisational change, but also to facilitate an open communication and navigate complexity throughout the strategy development and implementation process. Case studies were collected on key projects, as well as stakeholder success stories. All data was stored on a secure computer, with backups uploaded to a secure cloud environment.

Data Analysis & Results

As of October 2024, analysis of KPI reporting over BCLG 2023/2024 implementation produced the following overarching results:

Out of the 20 actions included in the strategy, 15 were completed and 5 were partially completed.

Two actions out of the waste category remained partially completed (1.1 & 1.3), one out of the fleet management (2.1), and two out of the energy efficiency and optimisation category (3.5 & 3.12).

Of the three KPIs associated with Action 1.1, one was met, one was partially met and one was unmet.

Of the four KPIs associated with Action 1.3, one was met, two were partially met and one was unmet.

Of the three KPIs associated with Action 2.1, one was met and two were unmet.

Of the three KPIs associated with Action 3.5, one was met, one was partially met and one was unmet.

Of the three KPIs associated with Action 3.12, one was partially met, and two were unmet.

All five outstanding actions will be rolled into the BCLG 2024/2025 strategy in current or modified form.

A summary of action reporting can be found at Table 1, and a full report of each action against respective KPIs can be found at section Strategy Action.

TABLE 1

CATEGORY	IDENTIFIER	OVERALL ACTION STATUS	SUMMARY PER CATEGORY
1. WASTE	1.1	PARTIALLY COMPLETED	2/5 PARTIALLY COMPLETED 3/5 COMPLETED
	1.2	COMPLETED	
	1.3	PARTIALLY COMPLETED	
	1.4	COMPLETED	
	1.5	COMPLETED	
2. FLEET MANAGEMENT	2.1	PARTIALLY COMPLETED	1/3 PARTIALLY COMPLETED 2/3 COMPLETED
	2.2	COMPLETED	
	2.3	COMPLETED	
3. ENERGY EFFICIENCY AND OPTIMISATION	3.1	COMPLETED	2/12 PARTIALLY COMPLETED 10/12 COMPLETED
	3.2	COMPLETED	
	3.3	COMPLETED	
	3.4	COMPLETED	
	3.5	PARTIALLY COMPLETED	
	3.6	COMPLETED	
	3.7	COMPLETED	
	3.8	COMPLETED	
	3.9	COMPLETED	
	3.10	COMPLETED	
	3.11	COMPLETED	
	3.12	PARTIALLY COMPLETED	

Qualitative and quantitative analysis on the BCLG 2023/2024 baseline and follow-up survey yielded interesting results. A comparison between survey approaches can be found at Table 2: Comparison of Baseline Survey (July 2023) Versus Follow-up Survey (October 2024) Post Strategy Implementation.

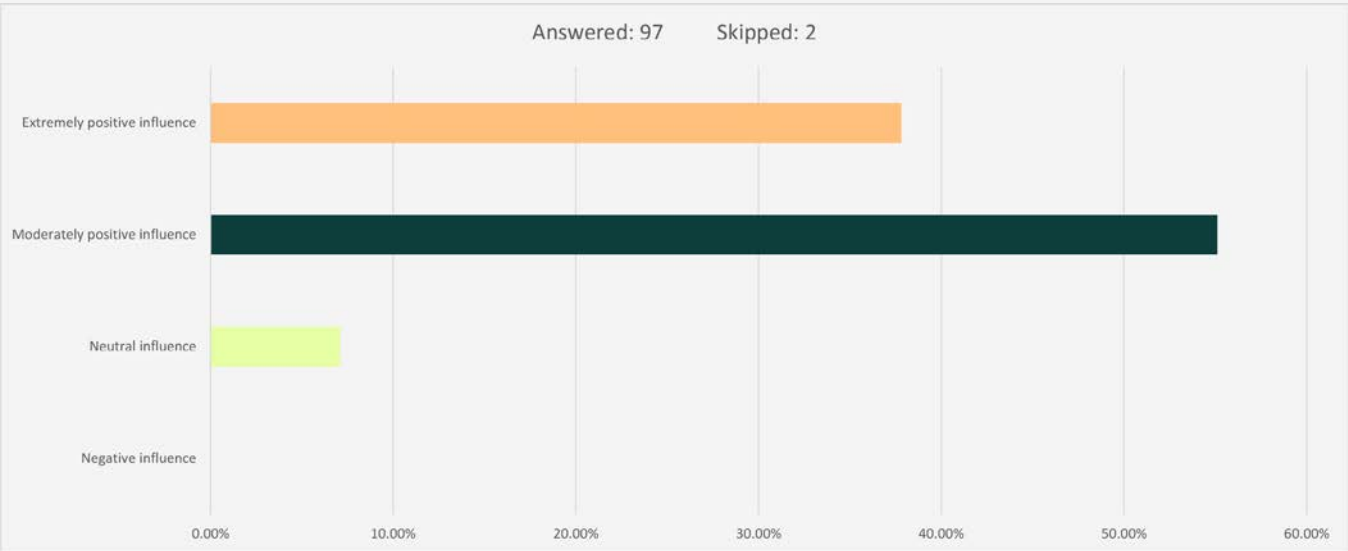
TABLE 2 Comparison of Baseline Survey (July 2023) Versus Follow-up Survey (October 2024) Post Strategy Implementation.

JUNE 2023	OCTOBER 2024
BASELINE SURVEY PRIOR TO STRATEGY RELEASE	FOLLOW-UP SURVEY POST ONE YEAR IMPLEMENTATION OF BCLG
5 QUESTIONS IN TOTAL	8 QUESTIONS
AVERAGE COMPLETION: 2 MINS	AVERAGE COMPLETION: 10 MINS
SURVEY RESPONSES: 106 59% COMPLETION RATE	SURVEY RESPONSES: 99 POSSIBLE SURVEY RESPONSES: 152 65% COMPLETION RATE
COMPLETELY ANONYMOUS	OPTIONAL ANONYMITY
RELEASED BY MANAGER OF POLICY DEVELOPMENT	RELEASED BY CEO WITH A REMINDER EMAIL RELEASED A WEEK AFTER INITIAL RELEASE
SURVEY CLOSED MAY 30 – 1 WEEK TURNAROUND	MOST SKIPPED QUESTION: NAME AND ROLE HIGHEST RESPONSE ON SECOND DAY AND REMINDER DAY

Staff perception on strategy influence was determined through survey data analysis. There were no staff members that perceived the strategy had a negative influence, 55% of staff members surveyed (n=53) perceived a moderately positive influence, 38% (n=37) perceived an extremely positive influence and 7% of staff surveyed were neutral (n=7).

It was clear that the majority of staff surveyed felt that there were no negative influences from strategy implementation and that the majority felt there was a positive influence. Demonstration of this data can be found at Figure 2: Staff perception of Strategy Influence through Follow-up Survey Data Analysis.

Figure 2: Staff perception of Strategy Influence through Follow-up Survey Data Analysis.



Data Analysis & Results

Qualitative data analysis across survey data produced insights into the staff perception around impacts of the 2023/2024 BCLG Strategy on ARC Projects, staff and operations across the board.

Sentiment analysis was performed to make summary statements on the data, with example quotes provided. This summary is outlined at Table 3: Sentiment Analysis Performed on Data Collected from Question Surrounding Impact of 2023/2024 BCLG Strategy through Follow-up Survey (October 2024).

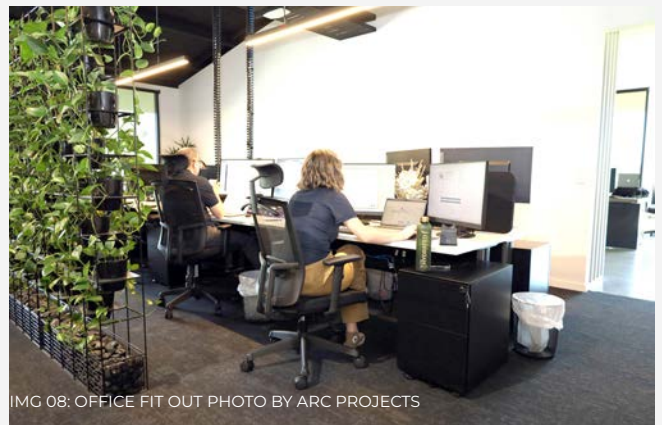
General results from this analysis outline a feeling of positive impact from the staff cohort, with strong personal and familial connections to sustainability action in their day to day lives at home and work.

There was a sense of relief in the staff cohort that they were 'doing the right thing' by engaging with the strategy and that the organisation they work for is taking the lead in this field. A strong sentiment was obvious in the data with staff linking operating well as an organisation and making sustainable choices being a good business shift.

Data analysis indicates that there is still a disconnection with a small cohort of staff who are unable to relate to sustainability action in their individual role, and who felt they did not interact with the strategy in this iteration due to action being focussed in other States and offices.



IMG 07: PLANT A TREE DAY PHOTO BY ARC PROJECTS



IMG 08: OFFICE FIT OUT PHOTO BY ARC PROJECTS



IMG 09: PHOTO BY ARC PROJECTS



IMG 10 PORT PHILLIP SPECIALIST SCHOOL, PHOTO BY ARC PROJECTS

Table 3: Sentiment Analysis Performed on Data Collected from Question Surrounding Impact of 2023/2024 BCLG Strategy through Follow-up Survey (October 2024).

SENTIMENT ANALYSIS	QUOTE(S)	DATA CAVEAT/NOTES
STAFF PERCEIVE THAT THE 2023/2024 BCLG STRATEGY HAD A POSITIVE IMPACT ON ARC PROJECTS AND ASSISTS IN POSITIVE CHANGE FOR THE INDUSTRY IN GENERAL.	""VERY IMPORTANT" "POSITIVE IMPACT..." "POSITIVE IMPACT" "REALLY GOOD INITIATIVE." "NO NEGATIVES, ONLY POSITIVES" "ASSISTING IN POSITIVE IMPACTS ACROSS THE INDUSTRY""	ANALYSIS PERFORMED ACROSS ALL RESPONSES TO QUESTION. CROSS REFERENCE TO PERCEPTION OF STRATEGY INFLUENCE (QUANTITATIVE ANALYSIS) BELOW.
STAFF FELT A PERSONAL CONNECTION TO THE 2023/2024 BCLG STRATEGY AND FELT INCREASED AWARENESS IN THEIR DAY TO DAY ROLES DUE TO ITS IMPLEMENTATION.	"THE STRATEGY IS MAKING PEOPLE MORE AWARE ABOUT SUSTAINABILITY IN THEIR DAY TO DAY LIVES."	SENTIMENT ALSO ECHOED IN DATA COLLECTION FROM REFLECTIVE PRACTISE. SURVEY IMPLEMENTATION AND ENGAGEMENT FROM STAFF EVOKED AN EMOTIONAL RESPONSE IN SOME INSTANCES.
STAFF FELT A STRONG ETHICAL AND MORAL CONNECTION TO STRATEGY IMPLEMENTATION AND UNDERTAKING SUSTAINABILITY ACTION IN GENERAL.	"NOT FEELING GUILTY ABOUT OUR CHILDREN'S FUTURE" "IF WE DON'T ACT NOW..." "INTERGENERATIONAL RESPONSIBILITY"	STRONG COMMENTARY AROUND 'DOING THE RIGHT THING' AND CARING FOR FUTURE GENERATIONS ACROSS ALL FORMS OF DATA COLLECTION.
STAFF PERCEIVED A SHIFT IN BEHAVIOUR CHANGE IN DAY TO DAY LIFE INCLUDING ACTION AT HOME WITH A DESIRE FOR MORE EFFORT AND EXTENSION OF THE STRATEGY TO PROMOTE FURTHER POSITIVE CHANGE.	"DAY TO DAY LIFE AFFECTED" "NEEDS MORE WINGS, BUT A GOOD INITIATIVE" "I'VE MADE CHANGES TO HOME LIFE."	MAJORITY FELT THIS SENTIMENT, HOWEVER THERE WAS A COHORT WHO STRUGGLED TO ENGAGE WITH THE STRATEGY ACTION AND STILL FELT IT WAS NOT RELEVANT OR HELD A CLEAR CONNECTION TO THEIR DAY TO DAY ROLES.
STAFF PERCEIVED A COMMERCIAL AND BUSINESS OPERATIONS BENEFIT TO STRATEGY IMPLEMENTATION.	""WE ARE ASSISTING IN POSITIVE IMPACTS IN ENSURING ARC PROJECTS ARE MAKING CHANGES SUITABLE TO OUR INDUSTRY WHERE WE CAN. EXPOSING WHAT WE ARE DOING ON OUR END AND SHARING THESE IDEAS WITH OTHER CLIENTS TO CONTINUE TO SPREAD THE WORD IN OTHER OPERATIONS ASSIST IN MAKING THE DIFFERENCE. " "OBVIOUS MULTI-LAYERED IMPACTS.""	STRONG CONNECTION TO THE REALITY THAT GOOD BUSINESS MEANS DOING THINGS SUSTAINABLY. MESSAGING ECHOED FROM TOP - DOWN ACROSS ORGANISATION.
STAFF PERCEIVED INEQUITY ACROSS OFFICE ACTION DURING STRATEGY IMPLEMENTATION WITH THE FOCUS OF ACTION IN QLD.	""DIDN'T ATTEND..." "HAVEN'T BEEN INFORMED" "I AM BASED FROM HOME SO DIDN'T SEE IMPACT""	SOME FEEL THAT IT ISN'T RELEVANT TO THEIR DAY TO DAY ROLES, FEEL DISCONNECTION FROM THE ACTION AS THEY WORK FROM HOME OR FROM A MORE REMOTE OFFICE. THIS MAY BE DUE TO LOWER ENGAGEMENT IN SOME OFFICES AND ALSO DISPARATE AWARENESS RAISING ACROSS OFFICES AND STAFF ROLES.

Data Analysis & Results

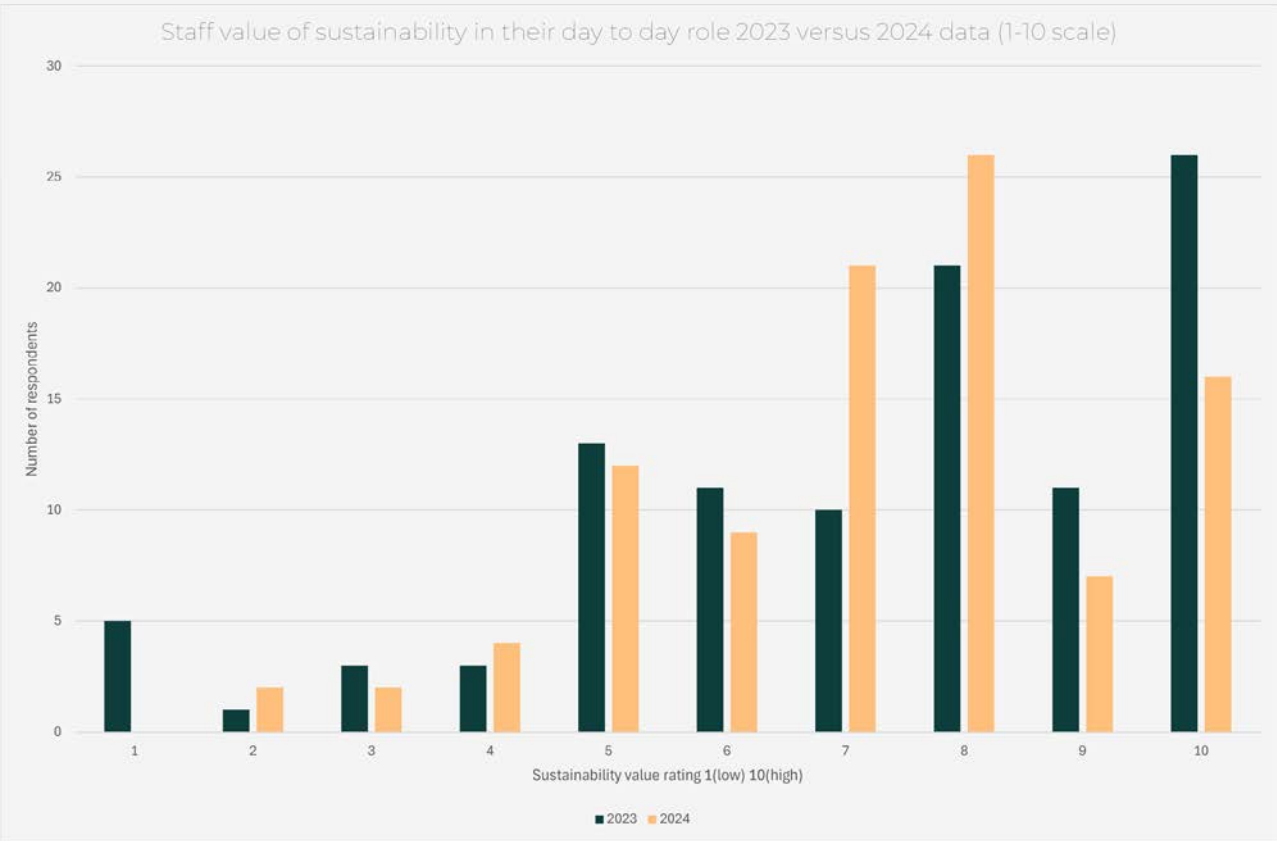
Question 2 across both surveys interrogated staff value around sustainability and will remain consistent for all surveys moving forward to determine the occurrence of organisational change, if any. Staff were asked to respond on a scale of 1 (low) – 10 (high) regarding their individual value of sustainability in their day to day role. A comparison between the baseline survey (July 2023- 104 respondents) and follow-up survey post implementation (October 2024- 99 respondents) was made, and the data is demonstrated at Figure 3.

It is evident that the average value placed by staff on sustainability has not changed pre and post strategy implementation. In fact, it has remained almost exactly the same, at 7.2. The spread of the data has changed with a reduction in lower cluster values (1-3) and an increase in higher cluster values (7-8) with the outliers on both sides removed in the more recent dataset.

It can be inferred from this data that the staff who placed a lower value on sustainability have increased their perception value and that outliers with extremely positive value have changed sentiment, or did not respond to the survey. Interestingly, the data demonstrated that we have a higher number of staff valuing sustainability at 10 in 2023 than 2024.

The data in isolation indicates that there has been no significant organisational change over the year of implementation in regards to staff value of sustainability. A caveat to this data is that there was significant staff turnover during the year of BCLG strategy implementation and a wider lens can be placed on true organisational change using qualitative data collected. Data collection using a replicable survey question will continue to monitor organisational change in this context.

Figure 3





IMG 11: PLANT A TREE DAY PHOTO BY ARC PROJECTS



IMG 12: PLANT A TREE DAY PHOTO BY ARC PROJECTS

Qualitative data was collected on specific actions associated with 2023/2024 BCLG to determine staff engagement and value. Each staff member was asked to note their most memorable initiative during the strategy with clear trends evident. By far and wide, Plant a Tree Day (action 3.1) was noted as the most favoured action, as demonstrated by word frequency analysis found at Figure 4

Figure 4



IMG 13: PLANT A TREE DAY PHOTO BY ARC PROJECTS



IMG 14: PLANT A TREE DAY PHOTO BY ARC PROJECTS

Data Analysis & Results

Using a sentiment analysis, further detail into this dataset was obtained and is displayed at Table 4. It is apparent that staff value tangible events such as Plant a Tree Day, temporary forest installation and face to face training events (Action 3.4).

Staff also valued the RRR project (Action 3.4) which entailed the installation of waste management systems in the Gold Coast and Nerang offices with education events associated on their use.

Staff expressed value associated with energy and positivity of the strategy as a whole and of the SLT. There was a clear trend reflected in a small cohort that were not able to engage in tangible actions demonstrating their disconnect to strategy initiatives.

Table 4

SENTIMENT ANALYSIS	QUOTE(S)	DATA CAVEAT/NOTES
STAFF WERE CLEARLY PLEASED AND ATTACHED TO THE PLANT A TREE DAY THAT OCCURRED IN QLD. SURROUNDING DATA INDICATE THE FAVOUR OF THIS ACTION IS ASSOCIATED WITH THE FAMILY FRIENDLY NATURE OF THE INITIATIVE.	"(PLANT A TREE DAY) MADE THE SUSTAINABILITY THING MORE FUN WHEN SOME PEOPLE THINK IT MIGHT NOT BE FUN AND IT WAS AN ACTIVITY FOR ALL TO ENJOY"	34 MENTIONS OF PLANT A TREE DAY ACROSS THE DATASET. STAFF WHO WERE NOT INVOLVED MENTIONED THEY WERE IMPRESSED BY THE INITIATIVE. STRONG DESIRE TO CONTINUE WITH THIS INITIATIVE.
MULTIPLE MENTIONS OF FOREST INSTALLATION IN GOLD COAST OFFICE FINDING FAVOUR WITH STAFF.	"TRACEY'S FOREST"	VALUE ASSOCIATED WITH THIS ACTION WAS ASSOCIATED WITH INCREASED AMENITY OF THE OFFICE SETTING, FUN AND WERE AFFILIATED WITH THE GREEN MORNING TEA DURING 'GREEN WEEK'.
STRONG SENTIMENT OF FAVOUR ASSOCIATED WITH FACE TO FACE TRAINING UNDERTAKEN ACROSS ALL OFFICES BY SLT CHAMPION BEN TAYLOR.	"TRAINING" "INFO SESSION WITH BEN TAYLOR"	STAFF EXPRESSED VALUE OF FACE TO FACE TRAINING SESSIONS ROLLED OUT ACROSS THE ENTIRE ORGANISATION.
STRONG SENTIMENT EXPRESSED ABOUT POSITIVITY, ENERGY AND EXCITEMENT ASSOCIATED WITH BCLG.	"I LOVE HOW EXCITED EVERYONE IS ABOUT THIS"	POSITIVE SENTIMENTS ALIGN WITH DATA FROM OTHER QUESTIONS AND QUANTITATIVE ANALYSIS.
THE RRR ACTION WAS HELD IN HIGH REGARD BY STAFF WHICH INCLUDED NEW WASTE MANAGEMENT SYSTEMS INSTALLED AT THE GOLD COAST AND MELBOURNE OFFICES WITH ASSOCIATED EDUCATION EVENTS.	"RECYCLING" "WASTE MANAGEMENT" "RRR"	"21 COMMENTS ASSOCIATED WITH RECYCLING, HABIT CHANGE, AND THE GAMES ASSOCIATED WITH THE RRR PROJECT. SPECIFIC MENTION OF REVIEW OF ONE-OFF USE ITEMS AND EDUCATION INTO USING THE NEW RECYCLING SYSTEMS CORRECTLY."
CLEAR SENTIMENT FROM A COHORT OF STAFF NOT BASED IN QLD THAT THEY FELT DISCONNECTED TO THE INITIATIVES AND THEREFORE HAD NOTHING TO REPORT.	"I AM NOT NERANG OFFICE BASED SO HAVE HAD LITTLE TO NO INVOLVEMENT IN ANY OF THESE INITIATIVES"	SPECIFIC MENTION OF REVIEW OF ONE-OFF USE ITEMS AND EDUCATION INTO USING THE NEW RECYCLING SYSTEMS CORRECTLY.

The results obtained from data analysis can allow for reflection on how to best improve strategy development for BCLG 2025/2026 and to understand how best to effect organisational change.

A man with short dark hair and a beard, wearing a blue t-shirt and yellow work gloves, is kneeling in a field of brown mulch. He is carefully planting a small green seedling with two leaves into the ground. The background is a soft-focus field of tall grass. The entire image has a dark teal overlay.

 build clean
lead green

STOCK IMAGE SOURCE: pexels.com/



Data Analysis & Result

CATEGORY	UNIQUE IDENTIFIER	ACTION	KPI
1. WASTE	1.1	DEVELOP SITE WASTE MANAGEMENT PROCESS FOR DIFFERENT 'CATEGORIES' OF PROJECT SITES; I.E. COMMERCIAL, RESIDENTIAL (MAKE-SAFE, RESTORATION OR BUILDING REPAIRS). ACTION TO INCLUDE STEP BY STEP PROCESS FOR MANAGING WASTE ONSITE AND DIFFERENT WASTE MANAGEMENT OPTIONS FOR EACH TYPE OF MATERIAL. PROCESS TO INCLUDE MANAGEMENT OF PLASTICS, REUSE OF HARDWOOD FLOORING ETC. INCORPORATE DEVELOPED PROCESS INTO MAINSTREAM OPERATIONS FOR EVERY JOB SITE 'CATEGORY'.	1. BASELINE ASSESSMENT OF WASTE P OF SITE CATEGORIES WITH REPORTED 2. FORMALISED WASTE MANAGEMENT INTEGRATED INTO MAINSTREAM OPER 3. PROCESS IMPLEMENTED AND PERC WASTE FROM BASELINE PRE WASTE M IMPLEMENTATION REPORTED EVERY S
			1. DEVELOP PROGRAM SCOPE AND PIT
	1.2	COMMUNITY OUTREACH PROGRAM TO SUPPORT RECYCLING OF WASTE PRODUCED FROM ORGANISATION. ENGAGE WITH LOCAL COMMUNITY TO DEVELOP FUNDS AND SUPPORT SOCIAL AWARENESS.	2. DOCUMENT COMMUNITY OUTREACH TELLING THROUGHOUT PROCESS WITH 3. DOCUMENT AND REPORT ON WASTE
			4. DOCUMENT HOURS SPENT WITH CO IMPLEMENT PROJECT
	1.3	[HERO PROJECT] ARC HEART - ANNUAL PROJECT WHEREBY STAFF DONATE THEIR TIME AND EXCESS MATERIAL IS USED TO SUPPORT A COMMUNITY INITIATIVE. EXAMPLES GIVEN WERE STORM AFFECTED COMMUNITIES WHERE SPORTING GROUNDS WHERE DAMAGED OR REQUIRE NEW BUILDINGS ETC. INITIATIVES WOULD APPLY TO THE ARC HEART PROGRAM AND WOULD BE ASSESSED AGAINST CRITERIA. THE ENTIRE PROCESS WOULD NEED TO MEET STIPULATED SUSTAINABILITY CRITERIA. THIS ACTION HAD SIGNIFICANT BUY-IN FROM STAFF.	1. DEVELOP PROGRAM SCOPE AND PIT CRITERIA AND COSTING 2. IMPLEMENTATION OF PROGRAM IN 3. QUALITATIVE STORY TELLING AND RE DOCUMENT PROGRAM IMPLEMENTATI 4. REPORT ON AMOUNT OF MATERIAL AND FINANCIAL CONTRIBUTION FROM
	1.4	[HERO PROJECT] REDUCE, REUSE, RECYCLE: IMPLEMENT FORMALISED RECYCLING ACROSS ALL OFFICES NATIONWIDE. THIS INCLUDES IMPLEMENTATION OF BINS, SIGNAGE AND DISPOSAL PRACTISES AS WELL AS EDUCATION FOR STAFF.	1. DEVELOP RRR SCOPE AND PROGRAM BENEFIT-COST ANALYSIS AND KPIS 2. REPORT ON IMPLEMENTATION AND
	1.5	REVIEW PRESENCE OF ONE-USE MATERIALS IN OFFICE AND VIABILITY OF ALTERNATIVES; I.E. NESPRESSO PODS, DISPOSABLE CUPS, PLATES AND CUTLERY FOR EVENTS. INVESTIGATE ALTERNATIVES LIKE KEEP-CUPS AS INCENTIVES.	1. UNDERTAKE SURVEY OF ONE-USE M ACROSS THE ORGANISATION AND REP 2. DEVELOP STRATEGY FOR REPLACEM ANALYSIS OF REPLACEMENT AND PRO 3. GAIN APPROVAL AND IMPLEMENT 4. REPORT INCLUDING KPIS

The following table outlines action implementation from the BCLG 24 Strategy. Each KPI has been reported on within each action (met, unmet and partially met), as well as an overall action status assigned (Completed, Partially Completed or Not Commenced). Colour coding for each status has been assigned below for ease of reference with accompanying notes.

MET KPI
PARTIALLY MET KPI
UNMET KPI

Table 5

KPI REPORTING (MET, UNMET, PARTIALLY MET)		OVERALL ACTION STATUS OCTOBER 2024
PRODUCED FROM A SAMPLE SIZE	MET: STOCKAGE OF VICTORIAN STORAGE SHED UNDERTAKEN AND FORMALISED.	PARTIALLY COMPLETED. ACTION ROLLED ONTO BCLG 2025/2026
TYPES OF WASTE (KG/TONNE)	PARTIALLY MET: WASTE MANAGEMENT PROCESS FOR TEST LOCATION PROPOSED BUT NOT EXECUTED.	
PROCESS DOCUMENTED AND RATINGS. SIGNED OFF BY MD.	UNMET	
PERCENTAGE REDUCTION OF WASTE MANAGEMENT PROCESS OVER SIX MONTHS.	MET: PARTNERSHIP WITH BROWNIE'S BOTTLE-O ESTABLISHED AT THE COMMENCEMENT OF BCLG. SCOPED BY SHANE JONES (PM) AND PRESENTED TO SLT WITH APPROVAL.	COMPLETED: RELATIONSHIP WITH BROWNIE'S BOTTLE-O THROUGH COLLECTION BINS AND EVENT ENGAGEMENT ONGOING INTO BCLG 2025/2026.
CH TO SLT	MET: REFLECTIONS COLLECTED AT EACH ENGAGEMENT. IMAGES CAPTURED AT EACH ENGAGEMENT. REFERENCES TO BROWNIE'S BOTTLE-O MADE THROUGH FORMAL AND INFORMAL SURVEY PROCESSES.	
TH PROCESS; QUALITATIVE STORY	MET: BROWNIE'S BOTTLE-O COLLATE AND REPORT ON WASTE GENERATED FROM BINS HOUSED AT ARC SITES.	
TH REFLECTIVE PRACTISE	MET: 40 STAFF HOURS (5 STAFF MEMBERS @ 6 HOURS FOR COLLECTION DAY, 10 STAFF HOURS SPENT ACROSS STRATEGY YEAR COLLECTING AND SORTING RECYCLING BOTTLES AND LIAISING WITH ORGANISATION)	
E RECYCLED	MET: TWO SEPARATE PROJECT SCOPES DEVELOPED AND APPROVED BY MD AND CEO.	PARTIALLY COMPLETED: ACTION ROLLED ONTO BCLG 2025/2026
COMMUNITY ORGANISATION TO	PARTIALLY MET: FIRST SCOPE UNCOMPLETE DUE TO STAFF TURNOVER, SECOND SCOPE NEAR COMMENCEMENT DUE TO REGULATORY DELAYS.	
CH, INCLUDING SELECTION	PARTIALLY MET: REFLECTIONS TAKEN AT EACH SLT MEETING TO DETERMINE CONTEXT OF STAFF ENGAGING AND STATUS.	
THE FIRST YEAR	UNMET: DUE TO PROJECT PARTIALLY IMPLEMENTED, REPORTING INCOMPLETE. REPORTING TO BE COMPLETED UPON PROJECT CLOSE.	COMPLETED: BEST PRACTISE ESTABLISHED IN NERANG OFFICE, EXTENSION INTO OTHER OFFICES BCLG 2025/2026
REFLECTIVE PRACTISE TO	MET: PROPOSAL DEVELOPED BY TRACY BRACKENBURY, PRESENTED TO SLT AND APPROVED.	
ION	MET: IMPLEMENTATION COMPLETE AT NERANG OFFICE. PARTIALLY EXTENDED TO OTHER OFFICES.	
USED, STAFF TIME DONATED	MET: BASELINE ANALYSIS AND REVIEW UNDERTAKEN IMMEDIATELY BY KATHARINE ABBOTT.	COMPLETED: ENGRAINED ACTIONS ROLLED INTO ORGANISATIONAL BEST PRACTISE.
ARC TO RECIPIENT	MET: STRATEGY DEVELOPED WITH SEVERAL CHANGES MADE IMMEDIATELY (E.G. NESPRESSO RECYCLING STATION, REMOVAL OF SINGLE USE PLASTICS, AND NON RECYCLED UTENSILS FOR EVENTS).	
M INCLUDING PITCH AND	MET: CHANGES APPROVED FOR CHANGEOVER ONCE STOCK IS DIMINISHED.	
KPIS	MET.	
MATERIALS IN EACH OFFICE		
ORT		
MENT INCLUDING COST BENEFIT		
POSED TIMELINES		

3. ENERGY EFFICIENCY + OPTIMISATION	3.1	IMPLEMENT STAFF 'PLANT A TREE' DAY ACROSS ALL STATES. INCORPORATE INTO EMISSIONS MANAGEMENT STRATEGY.	1. EVENT SCHEDULED ANNUALLY AND
			2. NUMBER OF TREES PLANTED PER ST
			3. EMISSIONS REDUCTION PERCENTAG
3. ENERGY EFFICIENCY + OPTIMISATION	3.2	REPLACE USE OF PAPER TOWELS ACROSS ALL OFFICES WITH AIR HAND DRYERS.	1. DOCUMENT PAPER TOWEL DISPENS
			NATIONALLY
			2.EVALUATE COST OF REPLACEMENT
3. ENERGY EFFICIENCY + OPTIMISATION	3.3	DEVELOP GREEN ENERGY PLAN FOR ORGANISATION INCORPORATING GREEN ENERGY RESOURCES FOR ELECTRICITY USE I.E. RECHARGEABLE BATTERIES, SOLAR IN OFFICE LOCATIONS ETC. CALCULATE COST SAVINGS WITH REPLACEMENT OF CURRENT ENERGY SOURCES WITH GREEN OPTIONS.	3. GAIN APPROVAL BY FINANCE
			4. SCHEDULE REPLACEMENT
			1. FORMALISED GREEN ENERGY PLAN S
3. ENERGY EFFICIENCY + OPTIMISATION	3.4	[HERO PROJECT] STAFF SUSTAINABILITY TRAINING - DEVELOPMENT OF A FRAMEWORK FOR STAFF TRAINING TO INCLUDE AS A STANDARD PART OF STAFF INDUCTION - ALL MUST COMPLETE. SLT MEMBERS WILL BE TRAINED TO THEN 'TRAIN THE TRAINER' WITH THEIR TEAMS - THIS WILL BE FACE TO FACE TRAINING. FOLLOW-UP WILL BE UNDERTAKEN WITH ONLINE TRAINING. SVEN + ALI TO DEVELOP, BEN TAYLOR TO IMPLEMENT ACROSS ALL STATES AS PART OF WH&S.	2. TOTAL AMOUNT OF GREEN ENERGY
			MAINSTREAM ENERGY RESOURCES AC
			3. PERCENTAGE REDUCTION IN ENERGO
3. ENERGY EFFICIENCY + OPTIMISATION	3.5	STAKEHOLDER TRAINING - DEVELOP TRAINING PACKAGE TO SHARE WITH STAKEHOLDERS ON SUSTAINABILITY APPROACH AND HOW THEY CAN IMPLEMENT SIMILAR. DEMONSTRATE PREFERENCE FOR 'GREEN' SUB-CONTRACTORS AND SUPPLIERS AS AN INCENTIVE TO COMPLETE TRAINING PACKAGE. MIRROR MUCH OF INTERNAL STAFF TRAINING.	GREEN ENERGY RESOURCES
			4. TOTAL COST SAVINGS IMPLEMENTIN
			1. BASELINE ASSESSMENT OF STAFF UN
3. ENERGY EFFICIENCY + OPTIMISATION	3.6	REVIEW CLEANING AGENTS AND TOILET AIR FRESHENERS FOR A NON-TOXIC AND MORE SUSTAINABLE ALTERNATIVE. SABA ORGANICS WAS SUGGESTED.	2. STAFF TRAINING MODULE DEVELOPI
			3. STAFF TRAINING MODULE IMPLEMEN
			STAFF MEMBERS COMPLETED TRAININ
3. ENERGY EFFICIENCY + OPTIMISATION	3.7	IMPLEMENT QUARTERLY COMMUNICATIONS ON SUSTAINABILITY ORGANISATION WIDE. SVEN TO SUPPLY DRAFT COMMS TO MD. COMMUNICATIONS WILL COME FROM MD/DIRECTOR AND WILL BE HOUSED ON THE ARC HUB SO THAT STAFF CAN ALWAYS ACCESS.	4. ASSESSMENT POST TRAINING WITH I
			OUTCOMES
			1. EXTERNAL STAKEHOLDER TRAINING
3. ENERGY EFFICIENCY + OPTIMISATION	3.8	ANNUAL REVIEW AND FOLLOW-UP WITH MD/DIRECTOR TO REPORT ON SUCCESSES AND IMPROVEMENTS.	TRAINING PACKAGE
			2. ROLL OUT WITH SELECTED EXTERNA
			3. REPORT ON COMPLETION AND FINA
3. ENERGY EFFICIENCY + OPTIMISATION	3.9	PROJECT PAPERLESS: IMPLEMENT PRINTING LIMITS PER USER OR PROMOTE PAPERLESS GOAL BY JULY 2025.	1. RECORD NUMBER OF EXISTING AIR F
			2. DEVELOP COST BENEFIT ANALYSIS O
			OPTIONS
3. ENERGY EFFICIENCY + OPTIMISATION	3.9	PROJECT PAPERLESS: IMPLEMENT PRINTING LIMITS PER USER OR PROMOTE PAPERLESS GOAL BY JULY 2025.	3. REPORT ON REPLACEMENT PROCES
			1. TEMPLATE FOR COMMUNICATIONS/N
			2. ROLL OUT OF COMMUNICATIONS.
3. ENERGY EFFICIENCY + OPTIMISATION	3.9	PROJECT PAPERLESS: IMPLEMENT PRINTING LIMITS PER USER OR PROMOTE PAPERLESS GOAL BY JULY 2025.	3. REPORT ON NUMBER OF REPORTS F
			1. COLLATION OF ALL INDICATORS INTO
			2. WORKSHOP FOR REVIEW AND IMPR
3. ENERGY EFFICIENCY + OPTIMISATION	3.9	PROJECT PAPERLESS: IMPLEMENT PRINTING LIMITS PER USER OR PROMOTE PAPERLESS GOAL BY JULY 2025.	1. DEVELOP PROJECT PAPERLESS SCOR
			PITCH AND BENEFIT-COST ANALYSIS A
			PROGRAM WITH PAPERLESS GOAL JUL
3. ENERGY EFFICIENCY + OPTIMISATION	3.9	PROJECT PAPERLESS: IMPLEMENT PRINTING LIMITS PER USER OR PROMOTE PAPERLESS GOAL BY JULY 2025.	2. REPORTING CRITERIA ASSOCIATED V

REPORTED ON	MET: 28TH OF JULY IN NERANG. SEE POP OUT PROJECT HIGHLIGHT FOR MORE INFORMATION.	
STATE	MET: TOTAL OF 1300 SMALL TREES AND SHRUBS PLANTED, PLUS 10 LARGE ESTABLISHED TREES.	COMPLETED: BEST PRACTISE ESTABLISHED IN GOLD COAST. EXTENSION INTO OTHER STATES BCLG 2025/2026.
E CALCULATED	MET: 25KG CO2 REDUCTION PER TREE 31,440KG OR 31.44 TONNES OF CO2 OFFSET.	
ERS ACROSS ALL OFFICES	MET	
	MET	COMPLETED: ENGRAINED ACTIONS ROLLED INTO ORGANISATIONAL BEST PRACTISE. IMPROVEMENTS REQUIRED UPON REVIEW OF STAFF FEEDBACK.
	MET: ACTION APPROVED BY MD FEB 2024	
	MET: PAPER TOWELS REMOVED IN NERANG, SHIFT TO RECYCLED TOWELS IN PORT MELBOURNE.	
SIGNED OFF BY MD	MET: DEVELOPED BY RICHARD GRAHAM.	
RESOURCES REPLACING ACROSS OFFICES	MET	COMPLETED: DECISION IMPLEMENTATION HALTED DUE TO MULTIPLE SERVICE SUPPLIERS ACROSS STATES. PROPOSAL FOR CHANGES IN NEW FORM BCLG 2025/2026.
Y USAGE WITH IMPLEMENTED	MET: PROPOSAL COLLATED WITH IMPLEMENTATION HALTED DUE TO MULTIPLE SUPPLIERS ACROSS STATES. ROLL INTO BCLG 2025/2026	
G GREEN ENERGY RESOURCES.	MET	
UNDERSTANDING	MET: BASELINE SURVEY.	
ED	MET	
NTED - REPORT ON HOW MANY ING	MET: SEE TRAINING REPORT FOR EACH STATE.	COMPLETED: BEST PRACTISE ENGRAINED IN ORGANISATION. ONGOING IMPLEMENTATION INTO BCLG 2025/2026. SEE POP OUT PROJECT HIGHLIGHT FOR MORE INFORMATION.
REPORTED QUANTITATIVE	MET: ONLINE ASSESSMENT UNDERTAKEN FOR EACH PARTICIPANT. POST STRATEGY IMPLEMENTATION SURVEY CAPTURED TRAINING FEEDBACK.	
PACKAGE BASED OFF INTERNAL	MET: TRAINING PACKAGE DEVELOPED.	
L STAKEHOLDERS	PARTIALLY MET: STAKEHOLDER ENGAGEMENT AND OFFERING COMMENCED. TRAINING NOT COMPLETED.	PARTIALLY COMPLETED: ACTION ROLLED ONTO BCLG 2025/2026
L ASSESSMENT	UNMET: STAKEHOLDER TRAINING NOT OFFICIALLY ROLLED OUT.	
RESHENERS	MET	
OF REPLACEMENT INCLUDING	MET	COMPLETED: BEST PRACTISE ENGRAINED IN ORGANISATION. ONGOING IMPLEMENTATION INTO BCLG 2025/2026.
S	MET: REPLACEMENT ONGOING FOR EACH OFFICE. SABA ORGANICS OPTIONS UTILISED.	
NEWSLETTER.	MET: COMMUNICATIONS IMPLEMENTED INTO MONTHLY WH&S NEWSLETTER.	
	MET: AD HOC RELEASE OF INFORMATION FROM MD & CEO.	COMPLETED: BASELINE MET, HOWEVER QUALITATIVE DATA COLLECTION INDICATES THAT MORE CONSISTENT MESSAGING IS REQUIRED. QUARTERLY UPDATE WAS NOT ON TIME EVERY TIME AND THEREFORE IMPROVEMENT IS REQUIRED.
READ BY STAFF.	MET: 6 UPDATES ACROSS THE YEAR FROM MD AND/OR CEO. NEWSLETTER UPDATE INCLUDED IN WH&S UPDATES MONTHLY. REGULAR COMMUNICATIONS FROM SLT & WH&S REP MORE THAN MD & CEO.	
D REPORT	MET: KPIS ADDRESSED AND REPORTED ON INTO ANNUAL REPORT.	COMPLETED: REPORTING COMPLETED. REVIEW AND IMPROVE PROCESSES INCORPORATED INTO
OVE PROCESS	MET: WORKSHOP WITH MD & CEO ON REVIEW AND IMPROVE PROCESS UNDERTAKEN AND REPORTED ON.	
PE AND PROGRAM INCLUDING ND IMPLEMENTATION LY 2025	MET: PROJECT INVESTIGATE AND SCOPE DEVELOPED BY BEN TAYLOR AND EMILY RICH. INVESTIGATIONS UNDERTAKEN OVER 8 WEEKS INCLUDING DATA COLLECTION. REPORT DEVELOPED.	COMPLETED: REPORT AVAILABLE WITH RECOMMENDATIONS FOR BCLG 2025/2026 DEVELOPMENT.
WITH PP	MET: RECOMMENDATIONS PUT FORWARD WITH REPORTING CRITERIA.	

			1. LINK IN WITH PROJECT PP. 2. DOCUMENT CURRENT AMOUNT OF STATIONARY USED. 3. DEVELOP COST BENEFIT-ANALYSIS OF STATIONARY AND OTHER PAPERLESS DEVICES. 4. REPORT ON COST/SAVINGS WITH GREEN FLEET. 5. CALCULATE EMISSIONS REDUCTIONS.
3. ENERGY EFFICIENCY + OPTIMISATION	3.10	PURCHASE GREEN STATIONARY AND PROMOTE USE OF PAPERLESS DEVICES.	
2. FLEET MANAGEMENT	2.1	SHIFT 15% OF FLEET TO GREEN FLEET BY EOFY 2024.	1. DEVELOP GREEN FLEET SHIFT PROGRAM AND BENEFIT ANALYSIS. 2. CALCULATED EMISSIONS REDUCTIONS. 3. CALCULATE COST/SAVINGS ASSOCIATED WITH GREEN FLEET SHIFT.
2. FLEET MANAGEMENT	2.2	IMPLEMENT POLICY FOR PURCHASE OF NEW FLEET VEHICLES INCLUDING COST BENEFIT ANALYSIS OF GREEN FLEET COST SAVING/FUEL USAGE.	1.DEVELOP POLICY FOR GREEN FLEET MANAGEMENT AND COST BENEFIT ANALYSIS 2. EMBED INTO GREEN FLEET SHIFT PROGRAM AND FLEET REPORTING 3. REPORT ON IMPLEMENTATION OF NEW POLICY.
2. FLEET MANAGEMENT	2.3	DEVELOP AND IMPLEMENT GREEN TRAVEL POLICY; INCLUDING GOALS TO OPTIMISE TRAVEL WHERE POSSIBLE AND REDUCE OVERALL CARBON FOOTPRINT ASSOCIATED WITH FLIGHTS AND DRIVING BY 15% BY EOFY 2024. THIS INCLUDES PRACTISES WHERE JOBS ARE CLUSTERED TO MINIMISE WASTED TRAVEL.	1. DOCUMENT BASELINE OF EXISTING TRAVEL POLICY, CALCULATIONS AND DISTANCE. 2. DEVELOP GREEN TRAVEL POLICY WITH GOALS AND EMISSIONS ASSOCIATED WITH TRAVEL. 3. IMPLEMENT POLICY AND TRACK KPIS. 4. REPORT ON KPIS.
3. ENERGY EFFICIENCY + OPTIMISATION	3.11	DEVELOP AND IMPLEMENT SUSTAINABLE PROCUREMENT AND SUPPLY CHAIN POLICY - I.E. INCLUDING WEIGHTING FOR SUSTAINABLE MATERIALS AND SUSTAINABLE PRACTISE IN PROCUREMENT PROCESS.	1. DEVELOP SUSTAINABLE PROCUREMENT POLICY AND EXISTING PROCUREMENT PROCEDURE. 2. ROLL OUT SUSTAINABLE PROCUREMENT POLICY AND QUANTITATIVE KPIS. 3. REPORT ON POLICY IMPLEMENTATION.
3. ENERGY EFFICIENCY + OPTIMISATION	3.12	DEVELOP AND IMPLEMENT CARBON EMISSIONS MANAGEMENT STRATEGY.	1. DETERMINE BASELINE EMISSIONS FOR CURRENT FLEET. 2. DEVELOP CARBON EMISSIONS MANAGEMENT STRATEGY AND REDUCTION TARGETS ASSOCIATED. 3. IMPLEMENT AND REPORT ON STRATEGY.

	MET: REPORTING EXTENDED TO INCLUDE ACTION 3.9 & 3.10.	
STANDARD PAPER AND	MET: CALCULATIONS DOCUMENTED IN REPORT. 57,348 PAGES PRINTED ON AVERAGE PER YEAR	
ON REPLACING WITH GREEN DEVICES.	MET: DOCUMENTED IN REPORT.	
REEN REPLACEMENTS.	MET: REPLACEMENT OF ECO-STATIONARY WOULD COST ADDITIONAL \$200 PER YEAR.	
S ASSOCIATED.	MET: CURRENT PRACTICE CALCULATED AT IS 570,000G OR JUST OVER HALF A TONNE OF GREENHOUSE GAS EMISSIONS. TREE USAGE CALCULATED AT 8 TREES PER YEAR. PROPOSAL OF "100 TREES PLANTED PER YEAR MINIMUM TO OFFSET 20TONNES TO GREENHOUSE EMISSIONS AND PROVIDE 1 MILLION SHEETS OF PAPER WHICH EXCEEDS OUR USAGE 12 TIMES. WE HOPE TO HELP OFFSET OTHER ORGANISATIONS WHO ARE ADVERSELY AFFECTING THIS PLANET." FULL PROPOSAL IN REPORT.	COMPLETED: REPORT AVAILABLE WITH RECOMMENDATIONS FOR BCLG 2025/2026 DEVELOPMENT. LINK WITH PLANT A TREE DAY ENSURES ADOPTION OF RECOMMENDED ANNUAL TREE PLANTING.
RAM WITH ASSOCIATED COST	MET: GREEN FLEET SHIFT PROGRAM DEVELOPED WITH ASSOCIATED FINANCIALS.	
NS WITH SHIFT.	UNMET: CALCULATIONS COMMENCED, YET NOT FINALISED.	PARTIALLY COMPLETED: ACTION ROLLED ONTO BCLG 2025/2026.
ED WITH SHIFT.	UNMET: CALCULATIONS COMMENCED, YET NOT FINALISED.	
PURCHASE POLICY INCLUDING	MET: POLICY CO-DEVELOPED WITH CARLIE DAWSON AND IMPLEMENTED ACROSS FINANCIAL TEAM.	
OGRAM AND LINK TO EXISTING	MET: ELLIE HALL (FINANCE) TRAINED ON IMPLEMENTATION OF GREEN FLEET PURCHASE POLICY.	COMPLETED: POLICY AVAILABLE WITH ONGOING IMPLEMENTATION MOVING FORWARD. REVIEW AND IMPROVE CONSIDERATIONS EMBEDDED WITHIN BCLG 2025/2026.
EW PURCHASING POLICY	MET: MONTHLY BOARD MEETING INCLUDES REPORTING CONSIDERATIONS ON THIS ACTION.	
TRAVEL COST, EMISSIONS	MET: DOCUMENTATION FACILITATED WITH CARLIE DAWSON AND FINANCIAL TEAM.	
TH GOALS TO REDUCE EXISTING	MET: POLICY CO-DEVELOPED WITH CARLIE DAWSON AND IMPLEMENTED ACROSS FINANCIAL TEAM.	COMPLETED: POLICY AVAILABLE WITH ONGOING IMPLEMENTATION MOVING FORWARD. REVIEW AND IMPROVE CONSIDERATIONS EMBEDDED WITHIN BCLG 2025/2026.
S.	MET: ONGOING IMPLEMENTATION WITH MONTHLY REPORTING AT BOARD MEETINGS.	
	MET: MONTHLY BOARD MEETING INCLUDES REPORTING CONSIDERATIONS ON THIS ACTION.	
ENT POLICY UPON REVIEW OF	MET: REVIEW AND CO-DEVELOPMENT OF POLICY WITH ALANNA KARZON.	COMPLETED: POLICY AVAILABLE WITH ONGOING IMPLEMENTATION MOVING FORWARD. REVIEW AND IMPROVE CONSIDERATIONS EMBEDDED WITHIN BCLG 2025/2026.
ES.		
MENT POLICY INCLUDING	MET: IMPLEMENTATION LEAD ALANNA KARZON.	
ON.	MET: REPORTING INTEGRATED INTO SUSTAINABILITY REPORTING.	
OR THE ORGANISATION.	PARTIALLY MET: MOVEMENT TOWARDS INTEGRATION OF EMISSIONS TRACKING INTO LOOP SOFTWARE	
AGEMENT STRATEGY WITH	UNMET: NOT YET COMMENCED	PARTIALLY COMPLETED: ACTION ROLLED ONTO BCLG 2025/2026
EGY.	UNMET: NOT YET COMMENCED	

Strategy Highlights

PLANT A TREE DAY (ACTION 3.1)

Plant a Tree Day was held on July 28th, 2024 in Nerang Gold Coast. A partnership was established with a local organisation who have supported Plant a Tree Day initiatives locally for a number of years, a community cooperative that manages the local parkland Country Paradise . Working with the Nerang Country Paradise Association , an area was selected to support the local bee and bird biodiversity. ARC stakeholders were invited to engage with the initiative by donating to the purchase of trees or by volunteering time on the day. An opportunity to sponsor the day was also offered to ARC stakeholders. The following sponsors were involved in the initiative and contributed a collective of \$4000:



Dewar Demolition
Paul Nikolas Painting
BD Metal Roofing



Drew Grosskreutz



Supreme Renovators
Myles Bryan

The Gold Coast Suns supported the initiative by a player appearance and volunteering tree planting time during the event. ARC Projects engaged all staff and their family members able to join in on the day through offering goodie bags for the children, face painting, a bouncy castle, coffee van, sausage sizzle and merchandised treats throughout the event which ran from 8:30-1:30pm.



1200 TREES DONATED



115 VOLUNTEERS



10 ESTABLISHED TREES DONTATED



SPECIAL GUEST, GC SUNS LACHIE WELLER



IMG 15: PLANT A TREE DAY PHOTO BY ARC PROJECTS



IMG 16: PLANT A TREE DAY PHOTO BY ARC PROJECTS



IMG 17: PLANT A TREE DAY PHOTO BY ARC PROJECTS



IMG 18: PLANT A TREE DAY PHOTO BY ARC PROJECTS



IMG 19: PLANT A TREE DAY PHOTO BY ARC PROJECTS

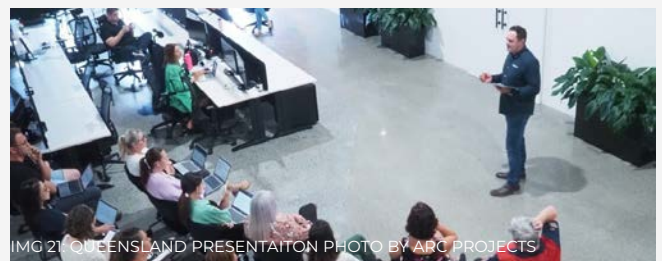
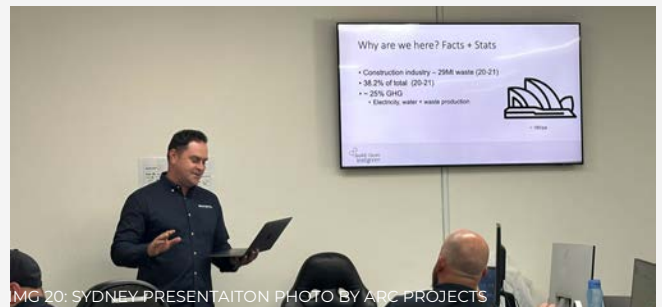
Strategy Highlights

STAFF SUSTAINABILITY TRAINING (HERO PROJECT ACTION 3.4)

As part of the official organisation wide launch of the 2023/2024 BCLG Strategy, mandatory staff sustainability training was implemented by Sustainability Culture and Education Lead Ben Taylor across all offices.

Ben also acts as WH&S officer across the organisation and was able to integrate sustainability education modules developed by the ARC Sustainability Manager, easily and accessibly for all staff. Should a staff member be unable to attend the face to face training held in each office, two live virtual training sessions were run with the trainer and Sustainability Manager.

Should a staff member be unavailable for a live virtual session, a recording was delivered. Each staff member was required to complete an online assessment post training with 100% pass rate. All data was recorded for long term organisational change analysis.



EVENT LOCATION	SYDNEY, NSW	NERANG, GOLD COAST (QLD)	BRISBANE, QUEENSLAND	PORT MELBOURNE, VICTORIA	AUCKLAND, NEW ZEALAND
DATE HELD	20/9/2023	22/9/2023	25/9/2023	27/9/2023	26/10/2023
HOST(S)	WADE ROOTS	EMILY RICH & KRISTIE WISE	KATHARINE ABBOT & RICHARD GRAHAM	CHLOE WILLIS & BILLY FAULKNER	JAMES WILLY
NUMBER OF ATTENDEES	14 + TRAINER	43 + TRAINER	18 + TRAINER	30 + TRAINER	5 + TRAINER
NUMBER OF ABSENTEES	NONE	23	NONE	17	NONE
ATTENDANCE RATE	100%	65%	100%	64%	100%
ADDITIONAL NOTES	NO DATA OUTSTANDING DIRECTLY POST EVENT.	INITIAL RESPONSE TO DATA COLLECTION: 56%. 14 STAFF FOLLOWED UP POST EVENT, DATA RECEIVED WITHIN A WEEK.	REFLECTION RESPONSE RATE 39%. OUTSTANDING DATA: 11 RESPONSES RECEIVED WITHIN A WEEK OF EVENT.	REFLECTION RESPONSE BY 3PM 3/10/23 59%. OUTSTANDING RESPONSES RECEIVED WITHIN 3 MONTHS OF EVENT.	NO DATA OUTSTANDING DIRECTLY POST EVENT.

There was a common trend across all data of an emotional connection from staff and the action demonstrated by ARC Projects through both the BCLG Strategy itself and the staff-wide training. A report for each training session can be obtained as an appendix to this report.

A word cloud visualization of the text from the 'What is Sustainability?' section. The words are arranged in a circular pattern, with 'sustainability' and 'part' being the largest and most central words. Other prominent words include 'important', 'everyone', 'business', 'implementing', 'future', 'play', 'day', 'projects', 'group', 'select', 'act', 'keeping', 'understand', 'maintaining', 'daily', 'fact', 'want', 'whole', 'clean', 'difference', 'knowing', 'liked', 'just', 'see', 'plan', 'love', 'others', 'habbits', 'lead', 'family', 'others', 'plan', 'love', 'involved', 'sit', 'learn', 'lives', 'reduce', 'opened', 'company', 'need', 'share', 'arc', 'really', 'waste', 'contribute', 'including', 'helping', and 'company'.

Ties to family and future generations were mentioned heavily in the data, which proved useful for staff engagement in other initiatives employed in the BCLG strategy at a later date

It was always aware in the back of my mind that being more "green" should be implemented as an individual but I thought that as one person or small family, it would not make much of a difference, so it is actually exciting to know that we can collectively work towards these changes and with the needed support



I think the important part was starting the discussion and then seeing all the ideas flow out of that meeting. It made me stop and think about what I can do and what ideas I could bring to the table, so I sure it would have similar affect on other people that are engaged into that conversation.



It is important that it be taken seriously and to lead by example. Even Small things over a period of time can make a big difference.

Strategy Highlights

REDUCE, REUSE & RECYLCE PROJECT (HERO PROJECT ACTION 1.4)

The RRR project, run by SLT member Tracy Brackenbury saw complete investigation, design and implementation of a sustainable waste management system at the Nerang Office on the Gold Coast. The Nerang office prototype saw successful learnings applied to other offices in other States.

The implementation process was more than simply placement of physical bins, but included education on how to engage staff on their correct use and how to incorporate reuse options across the wider community. A series of games were designed by Tracy and successfully engaged staff. The Brownie's Bottle-o bins were also incorporated into the waste management system with collections occurring regularly for community service organisation fundraising.

A similar waste management system was implemented in Melbourne with similar education practices to facilitate organisational change.

This action will continue with refinement and further implementation into BCLG 2025/2026

ARC HEART PROJECT (HERO PROJECT ACTION 1.3)

The ARC Heart Project was born from the strong desire from ARC staff to give back to the community. The concept began as means to reuse waste materials from ARC job sites in combination with voluntary staff hours to complete a project for a not for profit organisation or a community member in need. Three projects were identified and two fully priced and scoped for completion, led by an extremely dedicated member of the SLT.

Unfortunately, due to personal circumstances, this vital team member was not able to complete the projects, and progress was halted in April 2024. In June 2024, another worthwhile project was located through the ARC Family, has been priced and scoped for commencement 2025.

This project will see ARC offering collaboration opportunities with our stakeholders much like Plant A Tree Day to promote positive action across the industry.

All hours on the project will be voluntary. ARC Projects seek to include smaller ARC Heart initiatives in the next strategy, and this action is officially marked as partially completed. Reporting for this project will be included in the BCLG 2025/2026 report.



IMG 23: OFFICE RECYCLING STATION PHOTO BY ARC PROJECTS



IMG 24: QUEENSLAND OFFICE PRESENTATION PHOTO BY ARC PROJECTS

The background of the entire page is a photograph of numerous discarded plastic bottles, mostly clear and some with colored caps, scattered on the ground. A semi-transparent teal overlay covers the entire image, creating a uniform color scheme for the text and graphics.

build clean lead green

STOCK IMAGE SOURCE: pexels.com/

Commercial Project Highlights



515 OLSEN AVENUE

ARC Projects undertook a major commercial development across the 2023/2024 period in The Sanctuary at 515 Olsen Avenue, Southport.

This development was proposed prior to BCLG staff sustainability training, however post training, the site manager and project manager identified some initiatives that could improve the overall sustainability of the project after undertaking BCLG training.

Although not formally documented in our BCLG 2023/2024 strategy, waste recycling across the lifecycle of this job site was extremely effective. ARC's partnership with Ren-A-Bin Gold Coast, who provide an elective recycling reporting initiative, allowed tracking to determine that total average recycled waste for the job was 77.7% across the partnership reporting period.

Other sustainability initiatives included onsite were:



Implementing Saba Organics hand sanitiser to reduce the use of paper towels in port-a-loos;



Staff training to 'Do the Five' onsite;



Sustainability training included in WH&S site reviews.

ARC Projects endeavours to include sustainability measures at planning stage for any new developments moving forward.



IMG 25. OLSEN AVENUE RECYCLING STATION PHOTO BY ARC PROJECTS



IMG 26. OLSEN AVENUE PHOTO CREW REAL ESTATE

Sub-Contractor Hero Highlight

DEWAR GROUP DEMOLITION ASBESTOS RESTORATION



Dean Standage from Dewar Demolition Group is a long-standing sub-contractor used across a variety of ARC Projects jobs in Queensland.

During the development of the BCLG Strategy, Dean was proactive in engaging with the SLT to explain his organisation's commitment to making sustainable decisions. DEWAR has been operating in a sustainable manner, making intelligent and innovative decisions to minimise negative impact on the environment since their inception.

During the demolition process, there are a number of items that can be salvaged for collection and reuse. Dean and his team collect as much as they can possibly salvage, take the items back to their sheds, sort, clean and re-sell to the public, effectively reducing the landfill waste component of their jobs by up to 75%. In some instances, Dean and his team use the salvaged items on other jobs.

Not only does this promote reuse and waste minimisation for the local construction industry, but selling to public promotes value of and access to pre-loved items within the community.

Dewar was proud to be a Gold Sponsor at the BCLG Plant a Tree Day held in Nerang in July 2024, positively contributing to local bee and bird biodiversity through the planting of over 1300 native trees and shrubs.

Dean and his team continue to proactively investigate means to reduce waste, proactively reuse and educate their stakeholders on how to operate more sustainably and ARC Projects is proud to share such strong values in this regard.



IMG 27: DEWAR RECYCLING STATION PHOTO BY DEWAR



I started my own company in January 2021 having been in the industry for 9 years. I started with the approach of doing things better for the environment after watching other companies just crush and dump, taking load to landfill at a complete waste. I identified how much could be salvaged and reused and put that into practise immediately. I am proud of how we operate'



IMG 28: DEWAR RECYCLING STATION PHOTO BY DEWAR

Challenges



INDUSTRY CHALLENGES

Given the nature of the industry, largely driven by 'catastrophic events', workflow can be difficult to manage for staff. When the BCLG actions were allocated to trained staff across the organisation, it was outside of storm season when workload was at a particular level.

During storm season however, and with significant events experienced at the end of 2023, staff were unable to be as engaged in sustainability action. This taught the BCLG SLT a valuable lesson in factoring in workflow timing surrounding sustainability actions.

This challenge has been mitigated by including involvement with BCLG 2025/2026 in position descriptions and the action roadmap associated with the new strategy.

As means to support staff to integrate sustainability action into their core-business or day to day roles, the SLT aim to work with each staff member directly involved in a BCLG action to effectively plan roll-out according to peak and low periods.



STAFF TURNOVER

As with all organisations, staff turnover is experienced. During the 2023/2024 BCLG implementation, this meant that a portion of staff who were involved in BCLG initiatives were no longer with the company part-way through action completion.

This also resulted in a significant reduction in SLT representation across the staff cohort, effectively halving staff engagement mid strategy roll-out. Despite this, re-engagement with staff, re-training and implementing mandatory new-starter sustainability training meant that most actions were still completed according to stated KPIs. This factor was influential in the non-completion of the ARC Heart initiative with the lead SLT member changing roles due to personal reasons.

To overcome this challenge, the outstanding actions were re-allocated and in some instances rolled over into the next year's strategy.



COST BENEFIT PRIORITISATION

As with any business, it would be remiss to avoid mentioning the tension between cost of action and sustainability value. One such example was the prioritisation of skip bin providers. One provider was able to provide a sorting, recycling and reuse service with full reporting.

As a preference, project managers was recommended to use this supplier so that ARC Projects could track waste management effectively for the complete life cycle of a job. In Queensland, this supplier was considerably more competitive than in Victoria. When it came down to cost, the project managers in Victoria decided to select another supplier who did not have as strong a stance in sustainability and waste management tracking.

This was an interesting tension to manage as ultimately cost management is important to the sustainability of the business as a whole. It was agreed that open discussion with suppliers had to happen regularly around ARC Projects sustainability values and where the cost-benefit tension sits, and where possible, sustainability measures would be considered. This is a practise that will be developed and refined further in BCLG 2025/2026.

The same tension arose with the implementation of action 2.2 and 2.3 surrounding fleet management. There is a cost associated with carbon offset for company travel, and the considerations on new fleet purchase and fleet vehicle turnover face the same cost-benefit analysis process. There is no one size fits all approach with these actions, and as such a decision making process incorporating cost-benefit analysis has been adopted as company policy. Transparency and accountability is ensured in these processes and ongoing refinement is a focus for BCLG 2025/2026



COMPETING PRIORITIES FOR STAFF

As a result of sustainability being a low priority for the construction industry historically, combined with select staff scepticism to the importance of sustainability in general, some challenges arose in progressing a few allocated sustainability actions. ARC staff are incredibly dedicated, however in some small instances a default approach to de-prioritising sustainability amidst day to day tasks was observed.

It became apparent that the social learning frame adopted was integral to understanding how organisational change could be best facilitated across the whole staff cohort, and that 'embedding' or 'integrating' sustainability actions was the most effective approach for maximal effect.

It also became clear that consistent buy-in demonstrated from both the Managing Director and CEO, along with face to face engagement from SLT members was vital to engage staff who felt somewhat disengaged with their allocated action(s).

A significantly positive shift was observed with these iterative changes implemented, and traction continued in the second half of the year of implementation. These learnings will be included in the development and implementation of BCLG 2025/2026.

Trade Initiative Site Waste Reuse

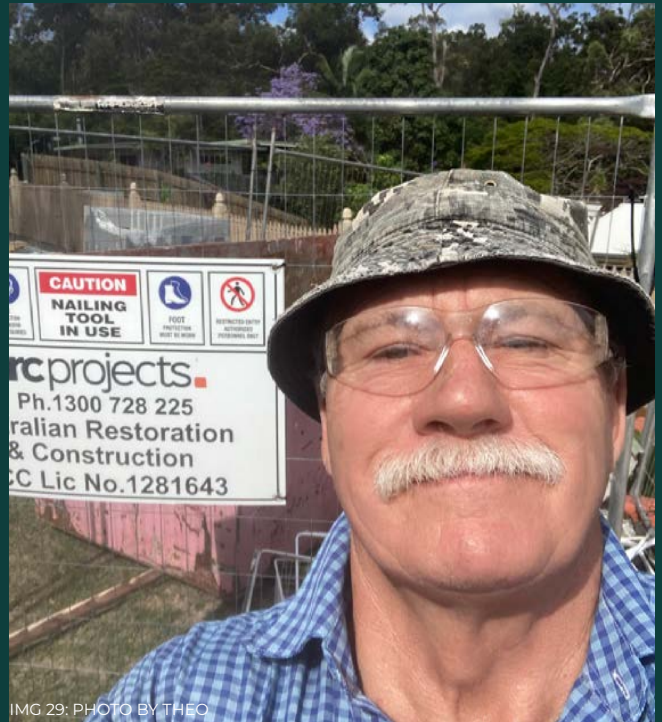
In some instances, sub-contractor trades that engage regularly with ARC staff, have identified opportunities to reuse items from sites.

Historically, the initiative may have been missed or avoided with the risks associated, however due to BCLG training, ARC staff have been able to support the positive development of these opportunities.

One example of proactive waste reuse is a case study on a job in Mudgeeraba in October 2024. Theo, a tradesperson onsite contacted claims administrator Chloe, noticing a large amount of scrap metal in the onsite skip bin.

Theo collects scrap metal for reuse and requested that he could remove the material for reuse. Chloe initiated contact with the project manager onsite and WH&S safety manager to seek approval.

The process was undertaken with the appropriate risk management considerations documented for both organisations prior, as well as complete PPE. This initiative is celebrated and promoted as part of our regular operations through BCLG staff education.



IMG 29: PHOTO BY THEO



IMG 30: PHOTO BY THEO

ABA100® Winner

In September 2024, ARC Projects had the honour of being recognised as the ABA100® Winner for Business Sustainability [BSA] in The Australian Business Awards 2024.

This award acknowledged the outstanding achievement and commitment to innovation for sustainability based on the development and implementation of Build Clean Lead Green.

This open award across all Australian businesses is extremely competitive with a rigorous application process. ARC Projects has been successful in the category of service excellence for a number of years, however this is the first award solely based on sustainability efforts.



Recommendations



Based on the success of BCLG 2023/2024, ARC Projects will continue to ambitiously drive sustainability action within the construction industry. The following recommendations have been put forward to build a foundation for BCLG 2025/2026:

- From BCLG 2023/2024, actions 1.1, 1.3, 2.1, 3.5 & 3.12 will be rolled over into the next sustainability strategy, BCLG 2025/2026 in new capacities;
- The sustainability action co-development process will extend to key stakeholders, including select clients to shape change within the industry;
- The current 32 draft co-developed actions (including the five mentioned above) from staff and SLT members will be reviewed and refined in a consultation process with industry stakeholders and SLT for the new strategy due for formalisation March 2025;
- Our focus will continue to be the integration or embedding of sustainability as part of what we do, mainstream operations;
- The new strategy will include the following focus areas: People, Site Management & Education, Stakeholder Engagement, Climate Risk Mitigation and Resilience;
- The new strategy will endeavour to connect all ARC Project offices regardless of location in sustainability action with a focus on face to face engagement;
- The new strategy will hold a special focus on the use of innovative technology platforms to successfully embed sustainability into organisational operations.



Conclusion

At the commencement of our strategy we stated that success for us is sustainability becoming a core part of our business. We see the foundations of this goal firmly established. Success to us is not an end point, but an ever changing state of positive growth. A shift in attitude and engagement has been observed across the organisation vertically and horizontally. Sustainability is no longer seen as a 'nice to have', but rather a 'non-negotiable' with staff seeking opportunities for integration of action in their day to day roles.

The goal to complete the 20 sustainability actions that we committed to in BCLG 2023/2024 over 12 months were measurable and time bound, and we have achieved 75% of those actions with a commitment to complete the remaining five next year. Interestingly, along the journey, we received intangible co-benefits and more positive outcomes than we could have ever predicted. Yes, we tracked the numbers carefully and reported meticulously on KPIs, but the action that occurred between the numbers made all of the difference.

With the challenges we faced through the implementation of BCLG 2023/2024, we seek to engage staff more evenly across offices, to plan for workflow in the face of major events and to ensure continuous engagement demonstrating action to staff.

We still have a long way to go, and have a clear focus for BCLG 2025/2026. We will focus on further engaging our people, we will refine our fleet action, we will operationalise our climate change risk and resilience building concepts and continue to evoke organisational change. We will set clear targets and measure what we have achieved and report transparently. We seek to share what we have learned far and wide; clients, stakeholders, sub-contractors, competitors – we have always promised to be transparent on this journey and we will continue to do so.

In embarking on this journey, we now know to never underestimate the power of positivity, and that high energy breeds high energy. We know that face to face, family feel engagement works for us as an organisation, and to promote action for our staff, we need to make sustainability real to them in the day to day, evoking an emotional connection for all. We understand that sustainability cannot be a standalone item taken off the shelf during reporting periods.

We understand that sustainability action must be embedded in the core decision making processes of our business, so that it cannot be ignored. We understand that this priority needs to be integrated into what good business means, and promoted as a point of difference for our organisation. We want to make change by being the change makers, and we are incredibly proud to have shared with you our huge and very successful first steps into our sustainability journey.

...This is just the beginning; we are only getting started....

build clean
lead green

Ben McArthur
CEO

+61 455 366 211
ben.mcarthur@arcprojects.com.au

Sasha Jojic
COO

+61 402 342 554
sasha.jojic@arcprojects.com.au

Ali McArthur
INDUSTRY EXPERT

+61 422 244 993
ali.mcarthur@arcprojects.com.au



[arcprojects/](#)

Follow our Journey

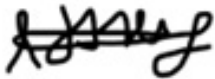
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Appendix 1

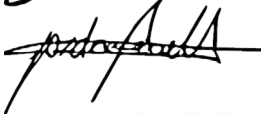
SLT REPRESENTATIVE SIGN-OFF AT CLOSE OF STRATEGY

STOCK IMAGE SOURCE: pexels.com/

SUSTAINABILITY LEADERSHIP TEAM

NAME	TEAM	STATE	SIGNED COMMITMENT TO STRATEGY
KATHARINE ABBOTT	COMMERCIAL PARTNERSHIPS	QLD	
RICHARD GRAHAM	PM	QLD	
SHANE JONES	PM	QLD	
ALI MCARTHUR	INDUSTRY EXPERT	QLD	
TRACY BRACKENBURY	FINANCE OFFICER	QLD	
BEN TAYLOR	WHS MANAGER	QLD	
ALANNA KARZON	COMPLIANCE MANAGER	QLD	
BILLY FALKINER	PM	VIC	
EMILY RICH	LOOP/TECH SUPPORT	QLD	
SASH JOJIC	COO	VIC	

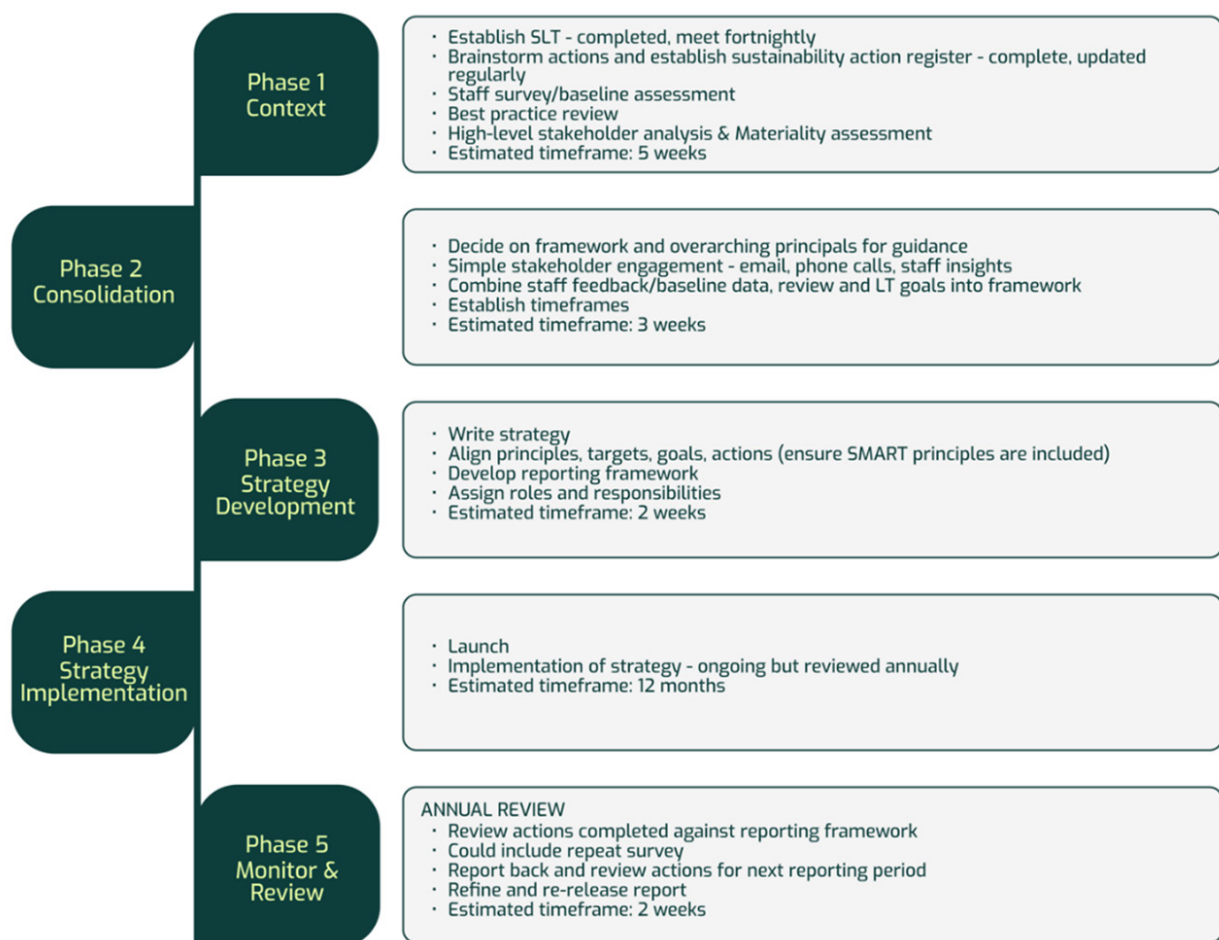
SENIOR MANAGEMENT

NAME	POSTIION		SIGNED COMMITMENT TO STRATEGY
BEN MCARTHUR	CEO	NATIONAL	
JORDAN POWELL	CEO	NATIONAL	
SASH JOJIC	COO	NATIONAL	

Appendix 2

STRATEGY PHASES

STOCK IMAGE SOURCE: [pexels.com/](https://www.pexels.com/)



Appendix 3

SUSTAINABILITY ACTION REGISTER (JULY 2023)

STOCK IMAGE SOURCE: [pexels.com/](https://www.pexels.com/)

Appendix 3: Sustainability Action Register (July 2023)

Category	Unique Identifier	Action	SLT member responsible	Estimated time of completion	Status	SMART criteria (indicators)	Comments
1. Waste	1.1	Develop site waste management process for different 'categories' of project sites; i.e. commercial, residential (make-safe, restoration or building repairs). Action to include step by step process for managing waste onsite and different waste management options for each type of material. Process to include management of plastics, reuse of hardwood flooring etc. Incorporate developed process into mainstream operations for every job site 'category'.	Sven	First 12mths	Not yet commenced	1. Baseline assessment of waste produced from a sample size of site categories with reported types of waste (kg/tonne) 2. Formalised waste management process documented and integrated into mainstream operations. Signed off by MD. 3. Process implemented and percentage reduction of waste from baseline pre waste management process implementation reported every six months.	David confirmed that space issue with having more than one bin. Need to find the balance between financial sustainability vs environmental sustainability. Checking the practicality of this process with Mick & David. What building materials are recyclable? What volumes? Do Suppliers offer recycling options?
1. Waste	1.2	Community outreach program to support recycling of waste produced from organisation. Engage with local community to develop funds and also support social awareness.	Shane	First 12mths	Not yet commenced	1. Develop program scope and pitch to SLT 2. Document community outreach process; qualitative story telling throughout process with reflective practise 3. Document and report on waste recycled 4. Document hours spent with community organisation to implement project	SLT representative must develop and lead this project. Step by step documentation required
1. Waste	1.3	ARC Heart - annual project whereby staff donate their time and excess material is used to support a community initiative. Examples given were room affected communities where sporting grounds were damaged or require new buildings etc. Initiatives would apply to the ARC Heart program and would be assessed against criteria. The entire process would need to meet stipulated sustainability criteria. This action had significant buy-in from staff.	Kristie	First 12mths	Not yet commenced	1. Develop program scope and pitch, including selection criteria and costing 2. Implementation of program in the first year 3. Qualitative story telling and reflective practise to document program implementation 4. Report on amount of material used, staff time donated and financial contribution from ARC to recipient	Include in strategy and action in year 1 NOTE this is a Hero project. Develop this with support from Ali
1. Waste	1.4	Reduce, Reuse, Recycle. Implement formalised recycling across all offices nationwide. This includes implementation of bins, signage and disposal practises as well as education for staff.	Office/Team Champions	First 12mths	Not yet commenced	1. Develop RRR scope and program including pitch and benefit-cost analysis and KPIs 2. Report on implementation and KPIs	Include in strategy and action in year 1 NOTE this is a Hero project
1. Waste	1.5	Review presence of one-use materials in office and viability of alternatives; e.g. nespresso pods, disposable cups, plates and cutlery for events. Investigate alternatives like keep-cups as incentives	Office/Team Champions	First 12mths	Not yet commenced	1. Undertake survey of one-use materials in each office across the organisation and report 2. Develop strategy for replacement including cost benefit analysis of replacement and proposed timelines 3. Gain approval and implement 4. Report including KPIs	Include in strategy and action in year 1

Category	Unique Identifier	Action	SLT member responsible	Estimated time of completion	Status	SMART criteria (indicators)	Comments
3. Energy Efficiency + Optimisation	3.1	Implement staff 'plant a tree' day across all States. Incorporate into emissions management strategy.	Office/Team Champions	First 12mths	Not yet commenced	1. Event scheduled annually and reported on 2. number of trees planted per state 3. emissions reduction percentage calculated	Suggested nominee orgs?
3. Energy Efficiency + Optimisation	3.2	Replace use of paper towels across all offices with air hand dryers.	All	First 12mths	Not yet commenced	1. Document paper towel dispensers across all offices nationally 2. Evaluate cost of replacement 3. Gain approval by finance 4. Schedule replacement	Awareness. Amanda confirmed it would increase our energy bill, by how much I'm not sure. And it would also depend on the type of hand dryer you use. Yes, the Netaring office has both, and by the looks, I think the paper towels are preferred over the hand dryers. I think the best way to 'test' this would most likely be to check the energy rating or any details on the specific units used. I can't remember what Sydney had if it's paper towel only or both.
3. Energy Efficiency + Optimisation	3.3	Develop green energy plan for organisation incorporating green energy resources for electricity use e.g. rechargeable batteries, solar in office locations etc. Calculate cost savings with replacement of current energy sources with green options.	Richard	First 12mths	Not yet commenced	1. Formalised green energy plan signed off by MD 2. Total amount of green energy resources replacing mainstream energy resources across offices 3. Percentage reduction in energy usage with implemented green energy resources 4. Total cost savings implementing green energy resources.	pending response
3. Energy Efficiency + Optimisation	3.4	Staff sustainability training - development of a framework for staff training to include as a standard part of staff induction - all must complete. SLT members will be trained to then train the trainer with their teams - this will be face to face training. Follow-up will be undertaken with online training. Sven + All to develop. Ben Taylor to implement across all States as part of WH&S	Sven	First 12mths	Commenced	1. Baseline assessment of staff understanding 2. Staff training module developed 3. Staff training module implemented - report on how many staff members completed training 4. Assessment post training with reported quantitative outcomes	Include in strategy and action in year 1. NOTE this is a Hero project. All will support Sven in the development of this project. Baseline assessment already undertaken
3. Energy Efficiency + Optimisation	3.5	Stakeholder training - develop training package to share with stakeholders on sustainability approach and how they can implement similar. Demonstrate preference for 'green' sub-contractors and suppliers as an incentive to complete training package. Mirror much of internal staff training.	Sven/IFMs	First 12mths	Not yet commenced	1. External stakeholder training package based off internal training package 2. Roll out with selected external stakeholders 3. Report on completion and final assessment	Much of the training package can be mirrored off the internal sustainability training, but simplified. Implementation of the external training package could be incentivised by APC promoting desire to engage with 'green' supply chain and stakeholders
3. Energy Efficiency + Optimisation	3.6	Review cleaning agents and toilet air fresheners for a non-toxic and more sustainable alternative. Saba organics was suggested.	Office/Team Champions	First 12mths	Commenced	1. Record number of existing air fresheners 2. Develop cost benefit analysis of replacement including options 3. Report on replacement process	All already commenced discussion with Saba organics into possibility of air fresher replacements
3. Energy Efficiency + Optimisation	3.7	Implement quarterly communications on sustainability organisation wide. Communications will come from MD/Director and will be housed on the Hub so that staff can access at all times	Sven	First 12mths	Not yet commenced	1. Template for communications/new sletter 2. Roll out of communications 3. Report on number of reports read by staff	Include in strategy and action in year 1
3. Energy Efficiency + Optimisation	3.8	Annual review and follow-up with director/ managing director to report on successes and improvements	Sven	First 12mths	Not yet commenced	1. Collation of all indicators into report 2. Workshop for review and improve process	Include in strategy and action in year 2. Note that reporting workshop to use soft systems methodology and social learning outcomes to document changes throughout process

Category	Unique Identifier	Action	SLT member responsible	Estimated time of completion	Status	SMART criteria (Indicators)	Comments
3. Energy Efficiency + Optimisation	3.9	Project paperless: implement printing limits per user or promote paperless goal by July 2025	Office/Team Champions	First 12mths	Not yet commenced	1. Develop project paperless scope and program including pilot and benefit-cost analysis and implementation program with paperless goal July 2025 2. Reporting criteria associated with PP	Include in strategy and action in year 1
3. Energy Efficiency + Optimisation	3.10	Purchase green stationary and promote use of paperless devices	Office/Team Champions	First 12mths	Not yet commenced	1. Link in with project PP 2. Document current amount of standard paper and stationary used 3. Develop cost benefit-analysis on replacing with green stationary and other paperless devices 4. Report on cost/savings with green replacements 5. Calculate emissions reductions associated	Include in strategy and action in year 1. Note links with PP action
2. Fleet Management	2.1	Shift 15% of fleet to green fleet by EOPY 2024	Sven	First 12mths	Not yet commenced	1. Develop green fleet shift program with associated cost benefit analysis 2. Calculate emissions reductions with shift 3. Calculate cost/savings associated with shift	Include in strategy and action in year 1
2. Fleet Management	2.2	Implement policy for purchase of new fleet vehicles including cost benefit analysis of green fleet cost saving/fuel usage	Sven	First 12mths	Not yet commenced	1. Develop policy for green fleet purchase including cost benefit analysis 2. Embed into green fleet shift program and link to existing fleet reporting 3. Report on implementation of new purchasing policy	Include in strategy and action in year 1. Note links with Green Fleet shift action
2. Fleet Management	2.3	Develop and implement green travel policy: including goals to optimise travel where possible and reduce overall carbon footprint associated with flights and driving by 15% by EOPY 2024. This includes practices where jobs are clustered to minimise wasted travel.	Sven	First 12mths	Not yet commenced	1. Document baseline of existing travel cost - emissions calculations and distance 2. Develop green travel policy with goals to reduce existing emissions associated with travel 3. Implement policy and track KPIs 4. Report on KPIs	Include in strategy and action in year 1. Green travel policy to dovetail into Green Fleet program. Ensure optimisation of travel, virtual meetings etc are included in policy
3. Energy Efficiency + Optimisation	3.11	Develop and implement sustainable procurement and supply chain policy - i.e. including weighting for sustainable materials and sustainable practice in procurement process	Sven	First 12mths	Not yet commenced	1. Develop sustainable procurement policy upon review of existing procurement procedures 2. Roll out sustainable procurement policy including quantitative KPIs 3. Report on policy implementation	Include in strategy and action in year 1
3. Energy Efficiency + Optimisation	3.12	Develop and implement carbon emissions management strategy	Sven	First 12mths	Not yet commenced	1. Determine baseline emissions for the organisation 2. Develop carbon emissions management strategy with reduction targets associated 3. Implement and report on strategy	Include in strategy and action in year 1

Appendix 4

BUILD CLEAN LEAD GREEN 2024 ROADMAP

STOCK IMAGE SOURCE: [pexels.com/](https://www.pexels.com/)

SUSTAINABILITY-ROAD MAP

