

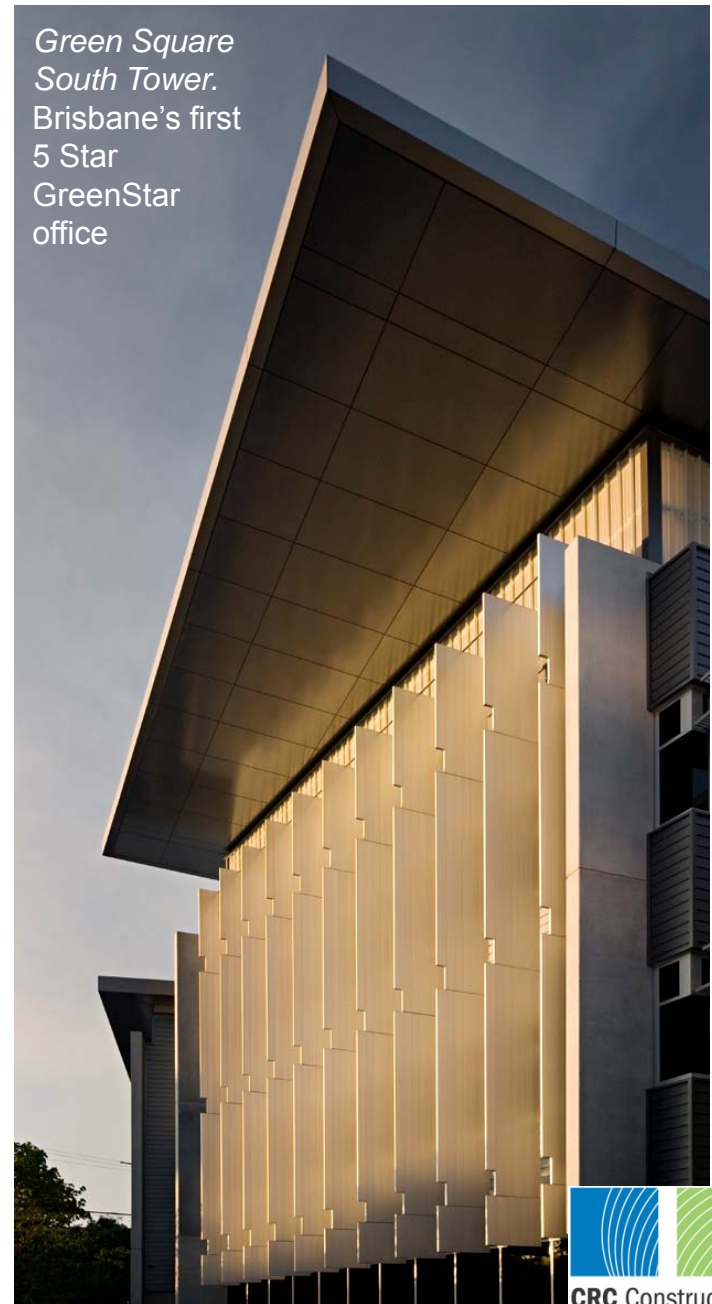
Unlocking the key to sustainable buildings

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Leighton Contractors

SB08, Melbourne
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*Green Square
South Tower.*
Brisbane's first
5 Star
GreenStar
office



Organisational vision & strategy
Policies, processes, systems

Business

OUTCOMES

Technologies
Materials

Behaviours Building

Culture

Values, behaviours
Leadership



Whatever the technology...

Whatever the process...

Whatever the rating system...

*Sustainability relies on people
making favourable decisions*



The key for companies:

*Build sustainability into your
decision-making culture*



Organisational culture

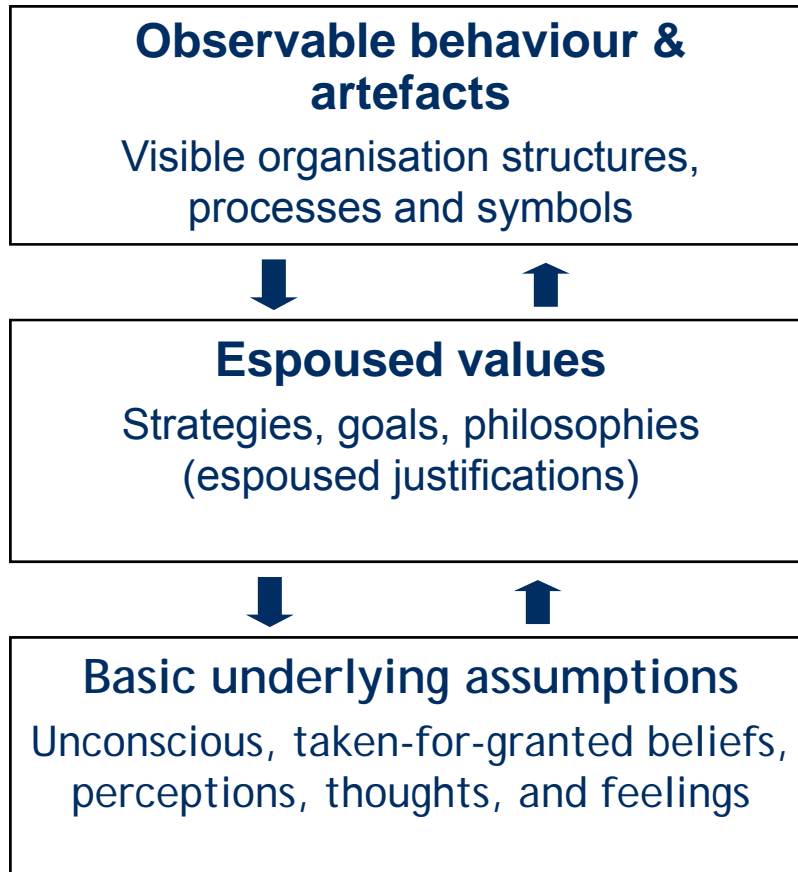


“The way we do
things around here”

Ouchi & Johnson (1978)



Organisational culture



Schein (1992)

Today ...



- Changing our culture – why and how
- What has happened?
- What does the future hold?



Why a sustainability culture is important to Leighton

- Imperative for eco-efficiency - increasing cost of resources, materials and waste
- Legislation – safety, energy, environmental, NGERs, ETS
- Social & stakeholder demand for triple bottom line reporting
- Our people want it
- Our reputation
- Changing market expectations



Our Carbon Footprint



How Leighton defines sustainability



- Long lasting
- Consistently profitable
- Corporately responsible



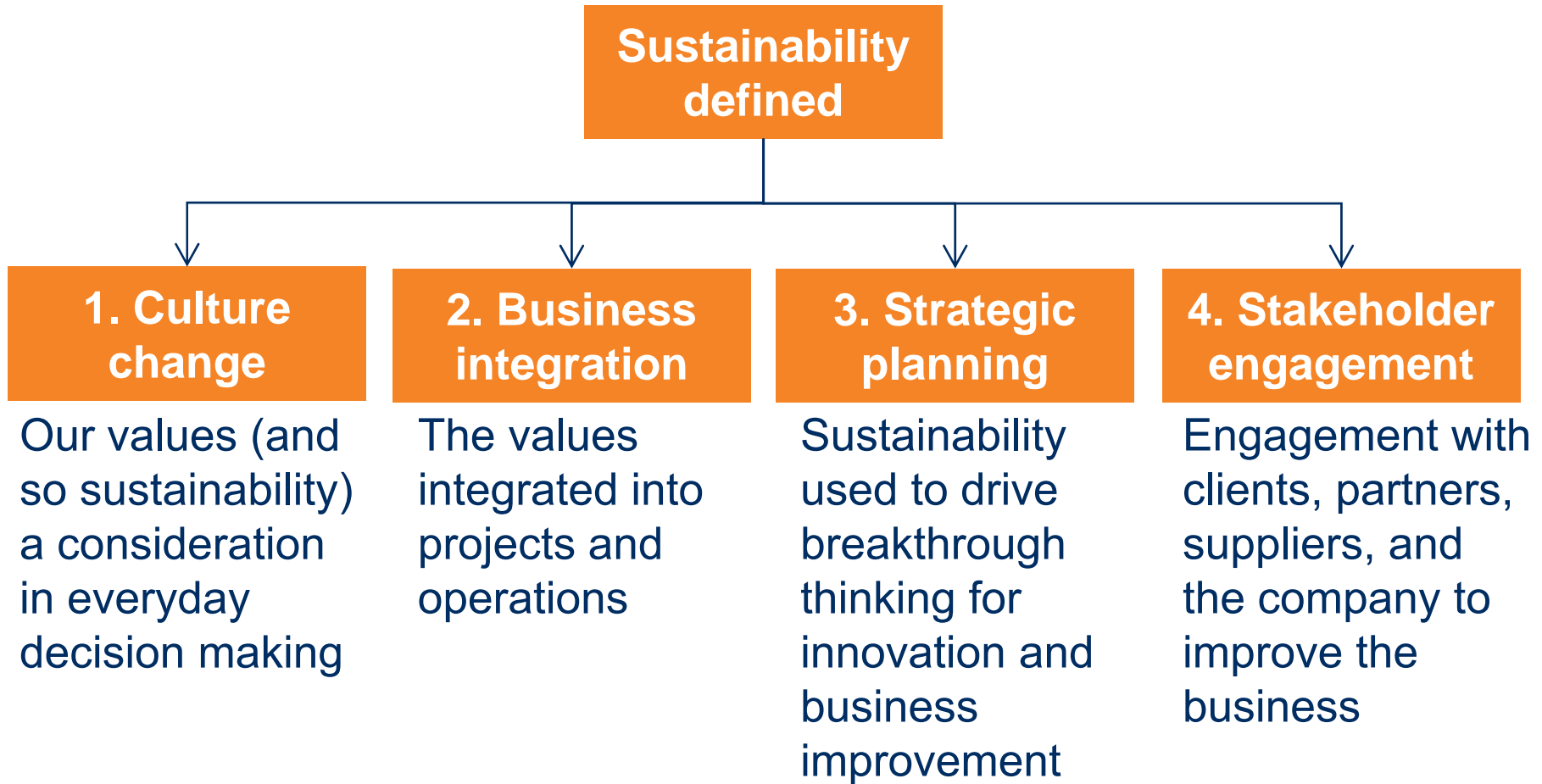
The Leighton Contractors sustainability formula



Living our values through what we do and how we do it → sustainability



Our implementation streams



1. Culture change

Leighton Contractors



- 8,500 employees and growing
- Diverse businesses
 - Construction, building, contract mining, telecommunications, industrial services, infrastructure development
 - Australia and NZ

Why employees are critical



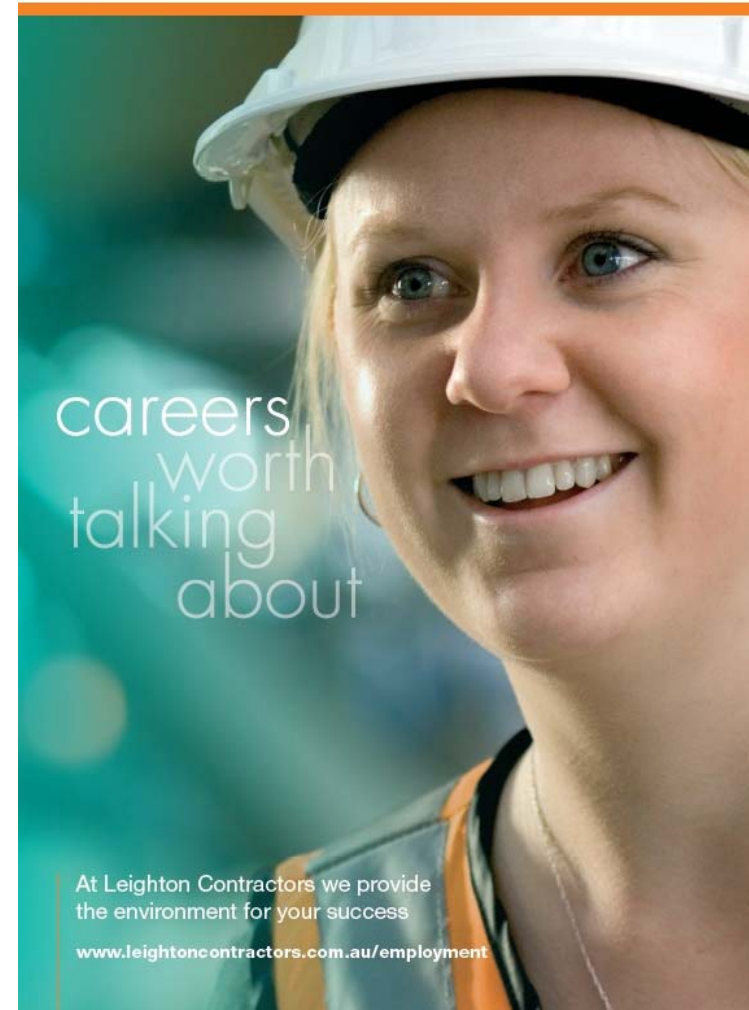
- Skills/people shortage
- Gen X,Y attitudes to work/life, environment
- Engagement levels are related to profit performance
- They make the decisions

- Performance = Results x Behaviours

Opportunities to talk, coach, recognise ...



- Recruitment
- Induction
- Training
- Leadership programs
- Personal development reviews
- On-the-job – toolbox talks, processes, leadership
- In-house publications
- Communities of Practice



2. Business integration

It is not about reinventing the wheel
or creating new structures

It is about *taking the best* of
what is already happening
and *applying it consistently*
across the company

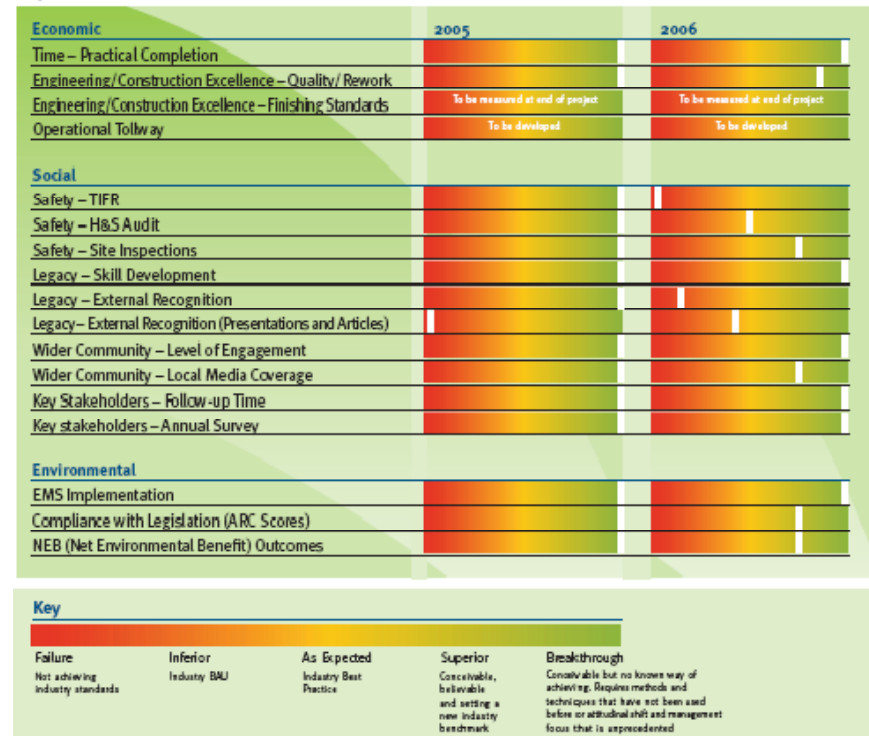
What we are doing



Project initiatives

- Multi-criteria analysis
- Performance framework with KRAs around values
- Innovations and research
- Knowledge sharing
- Project sustainability reports

Key Performance Indicators (KPIs)



Northern Gateway Alliance sustainability report (2007)

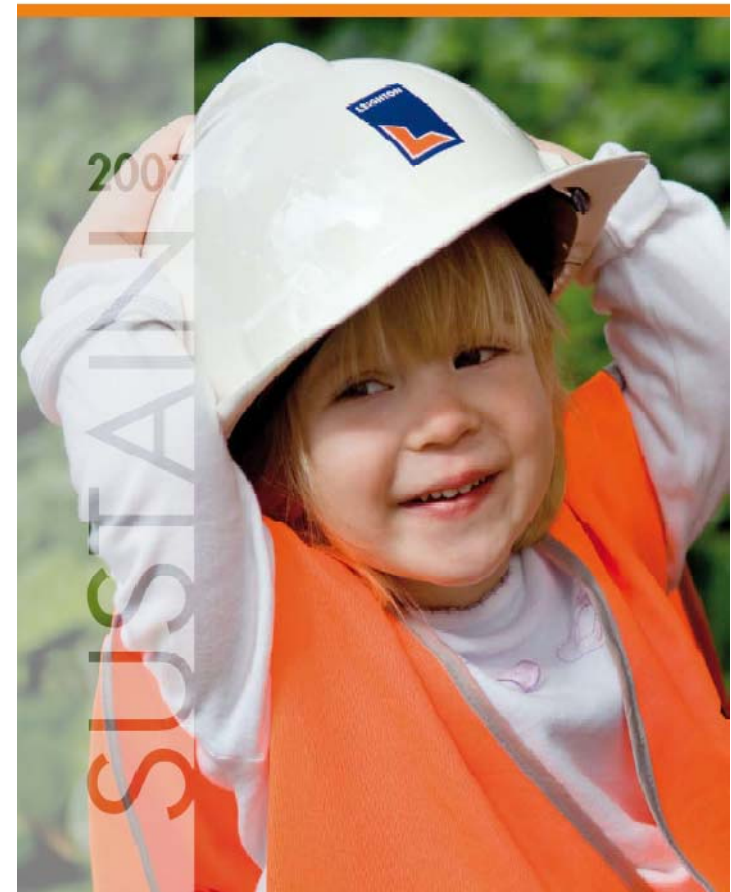
What we are doing



Corporate initiatives

- Active membership of GBCA, AGIC, CRC for Construction Innovation
- Carbon strategy; sustainability strategy
- Contributing to debate, policy development, research
- Development of tools and processes
- Corporate sustainability reporting
- Excellence Awards

LEIGHTON CONTRACTORS PTY LIMITED
SUSTAINABILITY REPORT



3. Strategic planning

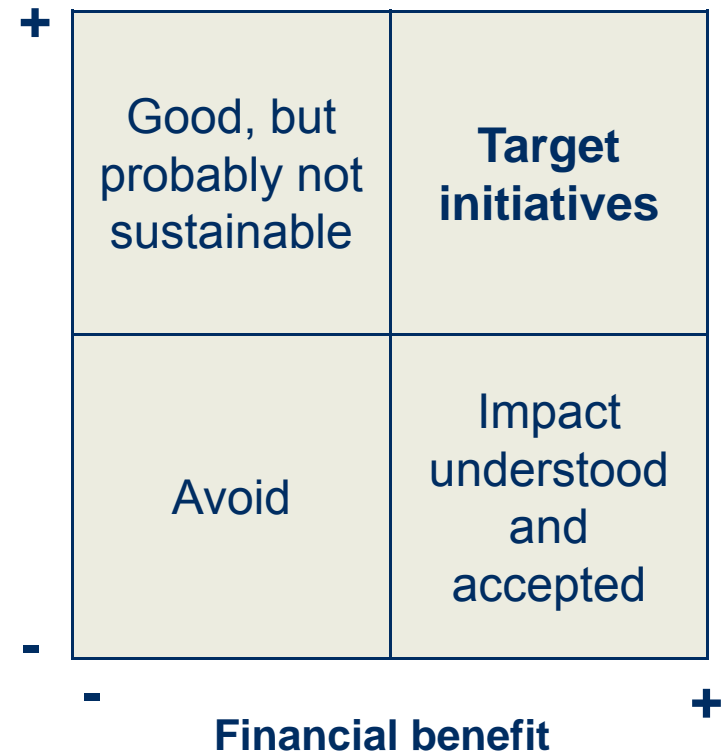
- We are now looking 15+ years ahead as well as the conventional 3-5 years.
- www.leightonfuturethinking.com
- Preparedness for carbon trading
- New business opportunities
- Efficiencies
- New skills for new sustainability challenges

Where do we aim?



- Environmental and social initiatives that simultaneously deliver financial benefit
- It is about **added** value

Sustainability impact



After The Tebo Group, 2005

4. Stakeholder engagement



- Dialogue with our clients and communities
- Joint research opportunities
- Greater focus on collaborative approaches to contracting, social benefit and community relations

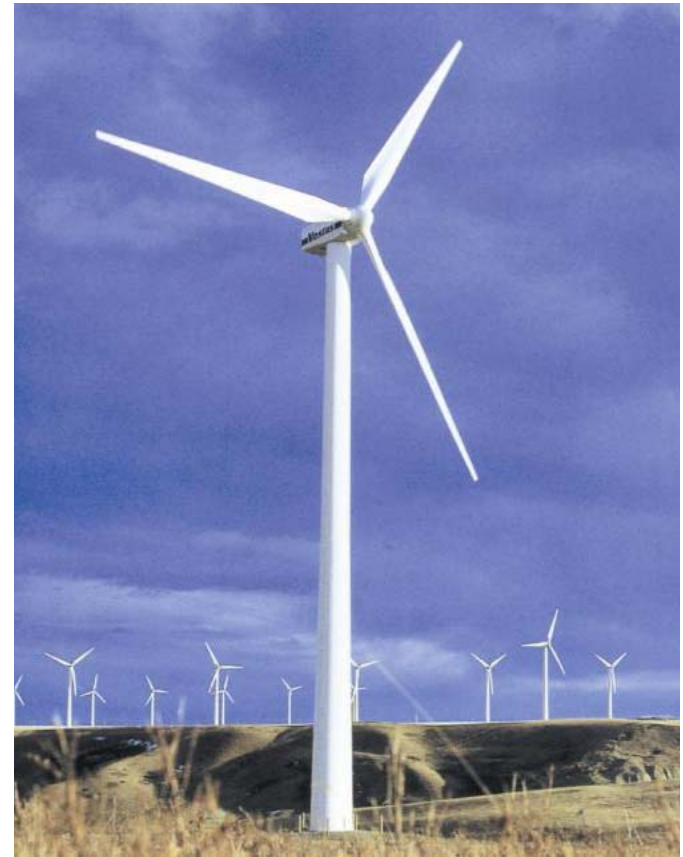


Achievements so far ...

What we have achieved so far ...



- Growing awareness of sustainability
- Sustainability rating and reporting
- Continuous improvement in sustainability performance
- Eco-efficiency (& ETS) driving alternative materials and processes, more prefabrication, research
- New types of business



What we can expect

- More legislation
- New types of projects, services and jobs
- More client and community demands for improved sustainability performance
- Increased client and community sophistication
- Scrutinised sustainability reporting

In summary



1. Define sustainability meaningfully
2. Involve your people
3. Interact with key stakeholders
4. Merge into existing systems, processes & tools
5. Set cascading performance indicators
6. Report transparently

In summary

1. Define sustainability meaningfully
2. Involve your people
3. Interact with key stakeholders

Leadership at all levels

4. Merge into existing systems, processes & tools
5. Set cascading performance indicators
6. Report transparently



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