

Six-Year Performance Summary

Indicator and description			Target	2009	2008	2007	2006	2005	2004
Environmental Care									
WATER	Urban Water Cycle Management	<ul style="list-style-type: none"> Project with specific WSUD strategies 	100%	89%	100%	77%	80%	47%	58%
	Water Conservation	<ul style="list-style-type: none"> Reduction in water consumption (average BASIX score) 	40%	46%	49%	43%	37%	43%	31%
	Water Quality	<ul style="list-style-type: none"> Reduction in mean load of total nitrogen 	45%	45%	45%	47%	35%	21%	19%
		<ul style="list-style-type: none"> Reduction in mean load of total phosphorus 	45%	56%	62%	60%	46%	38%	33%
		<ul style="list-style-type: none"> Reduction in mean load of total suspended solids 	80%	80%	83%	78%	56%	48%	45%
		<ul style="list-style-type: none"> Ramsar Wetlands or other significant or listed water bodies potentially affected by Landcom's operations 	No target	1	1	0	0	No data	No data
Waterway Protection	<ul style="list-style-type: none"> Projects where post development storm discharge equals predevelopment storm levels for the 1.5 year ARI 	100%	100%	100%	77%	80%	67%	58%	
WASTE	Reuse and Recycling of Construction and Demolition Materials	<ul style="list-style-type: none"> From civil works contracts (Note 1) 	95% 2006	99%	100%	99%	98%	92%	96%
		<ul style="list-style-type: none"> From building construction projects 	76% 2014	No data	No data	No data	No data	No data	No data
	Purchase and Recycling of Office Materials	<ul style="list-style-type: none"> Paper purchased with recycled content (measured in reams of 500 sheets) 	85% of paper purchased contains recycled content	A4 - 2,910 reams A3 - 148 reams	A4 - 3,105 reams A3 - 96 reams	A4 - 3,077 reams A3 - 81 reams	A4 - 2,300 reams A3 - 116 reams	No data	No data
		<ul style="list-style-type: none"> Paper recycled 	No target	7.9 tonnes	4.1 tonnes	4.4 tonnes	13.0 tonnes	No data	No data
		<ul style="list-style-type: none"> Bottle and cans recycled 	No target	0.4 tonnes	0.4 tonnes	0.2 tonnes	No data	No data	No data
		<ul style="list-style-type: none"> Computers and monitors reused or recycled 	No target	23 monitors sent to landfill	20 CPU & 38 monitors reused 11 monitors sent to landfill	No data	No data	No data	No data
		<ul style="list-style-type: none"> Documents printed with recycled paper specified 	No target	100%	75%	No data	No data	No data	No data
ENERGY	Energy efficiency	<ul style="list-style-type: none"> Reduction in greenhouse gas emissions 	40%	17%	20%	16%	15%	16%	10%
		<ul style="list-style-type: none"> Dwellings that achieve 4.5 star NatHERS 	100%	91%	74%	76%	58%	47%	35%
		<ul style="list-style-type: none"> All commercial buildings to achieve 4.5 star or greater under the ABGR 	100%	NA	1 out of 1 (100%)	NA	NA	NA	NA
	Sustainable or Renewable Energy Supply	<ul style="list-style-type: none"> Dwellings to be fitted with gas boosted solar hot water system 	100%	37% (Note 2) (85 out of 227)	47% (224 out of 477)	18% (29 out of 160)	32% (53 out of 167)	36% (91 out of 251)	44% (99 of 226)

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Corporate Energy Use (Note 4)	<ul style="list-style-type: none"> Projects of 500 dwellings or more that have component of renewable energy supply, onsite or offsite 	100%	NA (Note 3)	NA (Note 3)	100% (1 out of 1 Projects)	NA (Note 3)	100%	NA	
	<ul style="list-style-type: none"> Total GHG emissions from office energy use and car fleet 	No target	508 tCO ₂ e	476 tCO ₂ e	490 tCO ₂ e	572 tCO ₂ e	No data	No data	
	<ul style="list-style-type: none"> Electricity used (Total) 	No target	434,408 kWh	405,795 kWh	410,559 kWh	484,925 kWh	No data	No data	
	<ul style="list-style-type: none"> GHG generated from electricity consumption 	No target	465 tCO ₂ e	434 tCO ₂ e	439 tCO ₂ e	519 tCO ₂ e	No data	No data	
	<ul style="list-style-type: none"> Percentage of Total 	No target	92%	91%	90%	90%	No data	No data	
	<ul style="list-style-type: none"> Petrol used by Car Fleet (Total) 	No target	17.3 kL	16.7 kL	20.4 kL	21.5 kL	No data	No data	
	<ul style="list-style-type: none"> GHG generated through vehicle fleet 	No target	43 tCO ₂ e	42 tCO ₂ e	51 tCO ₂ e	53 tCO ₂ e	No data	No data	
	<ul style="list-style-type: none"> Percentage of Total 	No target	8%	9%	10%	10%	No data	No data	
	<ul style="list-style-type: none"> GHG generated per employee 	No target	3.6 tCO ₂ e per person	3.4 tCO ₂ e per person	3.5 tCO ₂ e per person	4.1 tCO ₂ e per person	No data	No data	
	<ul style="list-style-type: none"> Accredited GreenPower purchase (excluding sales offices) 	No target	100%	100%	100%	89%	0%	0%	
Landcom Car Fleet emission reduction strategies	<ul style="list-style-type: none"> Emissions offsetting – Greenfleet 	No target	162 trees planted to sequester 43.3 tCO ₂ e	152 trees planted to sequester 40.7 tCO ₂ e	177 trees to sequester 47.3 tCO ₂ e	187 trees planted to sequester 47.3 tCO ₂ e	No data	No data	
	<ul style="list-style-type: none"> Fleet environmental Performance Scores 	12 out of 20	13.32	13.27	13.23	12.09	No data	No data	
BIODIVERSITY	Native Vegetation Management	<ul style="list-style-type: none"> Loss of highly significant endangered ecological communities 	No loss	2.8 ha cleared 10.1 ha conserved	Nil Cleared, 4.7 ha conserved	Nil cleared, Nil conserved	29.4 ha cleared, 119.1 conserved	14.0 ha cleared, 30.9 ha conserved	0.4 ha cleared, 9.0 ha conserved
		<ul style="list-style-type: none"> Loss of moderately significant endangered ecological communities 	No target	1.9 ha cleared 3.8 ha conserved	5.7 ha cleared Nil conserved	5.6 ha cleared Nil conserved	59.1 ha cleared, 16.4 ha conserved	3.1 ha cleared, 7.5 ha conserved	8.0 ha cleared, 2.3 ha conserved
		<ul style="list-style-type: none"> Loss of endangered ecological communities with low significance 	No target	1.7 ha cleared 2.8 ha conserved	13.9 ha cleared, 13.8 ha conserved	Nil cleared, Nil Conserved	65.4 ha cleared, 18.6 ha conserved	33.5 ha cleared, 14.6 ha conserved	11.9 ha cleared, 6.6 ha conserved
		<ul style="list-style-type: none"> Area of endangered ecological communities replanted 	No target	17.4 ha	10.3 ha	Nil replanted	29.1 ha	63.3 ha	9.5 ha
		<ul style="list-style-type: none"> Areas to be zoned for environmental conservation 	No target	8.0 ha	8.8 ha	0 ha	116.1 ha	24.5 ha	14 ha
		<ul style="list-style-type: none"> Projects where endangered ecological communities/ threatened species have appropriate vegetation management plan 	100%	100%	100%	NA	100%	100%	70%

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Indicator and description		Target	2009	2008	2007	2006	2005	2004	
	<ul style="list-style-type: none"> Loss of native vegetation as potential habitat for threatened species (Note 5) 	No target	14.1 ha cleared, 16.7 ha conserved	19.6 ha cleared, 18.1 ha conserved	Nil cleared, Nil conserved	201.1 ha cleared, 179.5 ha conserved	47.9 ha cleared, 52.3 ha conserved	16.4 ha cleared, 10.9 ha conserved	
Riparian Corridor Management	<ul style="list-style-type: none"> Loss of riparian corridors for Category 1 - high significance streams 	No loss	No Category 1 recorded	0%	NA	NA	0%	NA	
	<ul style="list-style-type: none"> Greater than 40 m of riparian corridor from top of bank for Category 1 – high significance streams 	100%	No Category 1 recorded	100%	NA	NA	100%	NA	
	<ul style="list-style-type: none"> Length of in-stream breaks resulting from Landcom's design for Category 1 – high significance streams 	No breaks	No Category 1 recorded	0m	NA	NA	0m	NA	
	<ul style="list-style-type: none"> 20-30 m of riparian corridor from top of bank for Category 2 - moderate significance streams 	100%	No Category 2 recorded	NA	100%	100%	100%	100%	
	<ul style="list-style-type: none"> Length of in-stream breaks resulting from Landcom's design for Category 2 – moderate significance streams 	No target	No Category 2 recorded	NA	0m	0m	0m	0m	
	<ul style="list-style-type: none"> 5-10 m setback from top of bank for Category 3 low significance streams 	100%	100%	100%	NA	100%	100%	100%	
	<ul style="list-style-type: none"> Length of in-stream breaks resulting from Landcom's design for Category 3 – low significance streams 	No target	0m	0m	NA	460m piping	0m	150m piping	
	<ul style="list-style-type: none"> Area to be zoned for environmental conservation 	No target	0 ha	8.8 ha	0 ha	0 ha	32.4 ha	2.5 ha	
	<ul style="list-style-type: none"> Appropriate riparian corridor management plans for all Landcom projects where riparian land exists 	100%	100%	100%	100%	100%	60%	43%	
Social development									
BUILT ENVIRONMENT	Influencing Design	<ul style="list-style-type: none"> Projects where Landcom influences builders' product by specifying design criteria 	No target	100% (6 out of 6 projects)	100% (8 out of 8 projects)	75% (3 out of 4 projects)	75% (3 out of 4 projects)	86% (6 out of 7 projects)	100% (9 out of 9 projects)
		<ul style="list-style-type: none"> Lots where Landcom influences the builders' designs through design guidelines 	No target	100% (520 out of 520)	94% (582 out of 621)	98% (121 out of 123)	74% (124 out of 168)	74% (280 out of 376)	62% (424 out of 681)
COMMUNITY	Moderate Income Housing	<ul style="list-style-type: none"> Total yield (lots, house/land packages/dwelling units) delivered 	7.5%	0.7%	2.0%	5.1%	6.2%	12.0%	6.5%
	Effectiveness of Stakeholder Consultation	<ul style="list-style-type: none"> Landcom projects where community consultation was undertaken 	100%	100%	NA	100%	100%	83%	56%
		<ul style="list-style-type: none"> Stakeholders contacted 	No target	100%	NA	100%	100%	100%	100%
		<ul style="list-style-type: none"> Participation rate 	No target	100%	NA	100%	78%	67%	90%
Community Facilities	<ul style="list-style-type: none"> School sites provided 	No target	0	2	1	0	2	3	

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	• Passive open space	No target	10.9 ha	16.3 ha	18.2 ha	8.7 ha	8.0 ha	18.8 ha	
	• Active open space	No target	3.4 ha	0 ha	7.2 ha	0 ha	4.6 ha	7.4 ha	
	• Sport courts delivered	No target	3	0	4	1	1	6	
	• Community halls or community hall sites provided	No target	9	3	2	0	0	2	
	• Playgrounds provided	No target	4	7	6	2	3	4	
Welcome Program	• Projects with 200 homes or more that had Welcome Program	100%	71%	83%	70%	70%	62%	55%	
	• Households that had Welcome Program visit within two weeks of home occupation in projects with 200 homes or more	100%	61%	51%	69%	60%	64%	96%	
Consumer Education on Sustainable Living	• Projects with consumer education on sustainable living	100%	40%	27%	0%	0%	0%	17%	
Conservation of Indigenous Heritage	• Projects with indigenous heritage issues where consultation occurred	100%	100%	NA	100%	100%	100%	100%	
	• Significant indigenous heritage objects and places within Landcom projects that were conserved	100%	100%	NA	NA	NA	100%	100%	
	• Projects with significant indigenous heritage issues that will have a conservation management plan developed	100%	100%	NA	NA	NA	100%	100%	
Conservation of Non-Indigenous Heritage	• Significant heritage items conserved	100%	100%	NA	NA	100%	100%	89%	
	• Significant heritage places conserved	100%	100%	NA	NA	NA	NA	100%	
	• Projects with heritage listed items and places that will have a heritage conservation management plan	100%	100%	NA	100%	100%	100%	100%	
EMPLOYEES	Union membership	• Percentage of employees who belong to a union	No target	24%	23%	31%	26%	No data	No data
	Employee retention	• Annual retention rate	No target	93%	87%	86%	90%	92%	90%
	Internal training	• Training	No target	Refer to training section, under Social Development – page 53					
	Aboriginal employment	• Aboriginal employment opportunities	No target	Refer to Aboriginal Employment Opportunity, under Social Development – page 53					

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Economic development									
ECONOMIC DEVELOPMENT	Profitability	<ul style="list-style-type: none"> Total revenue received from sale of land, profit from joint ventures, project management services and miscellaneous items 	No target	\$277,376,000	\$349,572,000	\$322,479,000	\$317,276,000	\$326,939,000	\$333,253,723
	Profitability	<ul style="list-style-type: none"> Sales margin: calculated as sales revenue on land sales less total cost of developing that land divided by sales revenue 	No target	32.91%	28.50%	33.10%	38.90%	45.00%	48.80%
	Profitability	<ul style="list-style-type: none"> Return on sales: calculated as Landcom's net operating profit after tax divided by total revenue from the sale of land 	No target	11.97%	10.04%	13.10%	14.00%	19.20%	26.30%
	Profitability	<ul style="list-style-type: none"> Earnings before interest and tax (EBIT) 	No target	\$51,617,000	\$59,530,000	\$68,440,000	\$72,610,000	\$99,315,000	\$132,180,000
	Profitability	<ul style="list-style-type: none"> Return on equity: calculated as earnings after tax divided by total shareholder equity 	No target	9.59%	9.75%	11.60%	12.30%	17.20%	24.60%
	Profitability	<ul style="list-style-type: none"> Return on total operating assets: calculated as profit after taxes divided by total operating assets 	No target	4.90%	5.04%	5.80%	6.40%	8.40%	15.10%
	Financing Capacity	<ul style="list-style-type: none"> Debt to equity ratio – measure of the amount of debt funding (net) as percentage of equity used as at the end of the financial year 	No target	0.00%	0.20%	27.70%	18.30%	23.60%	8.00%
	Return to Government	<ul style="list-style-type: none"> Dividend and tax equivalent returned to NSW Government 	No target	\$58,241,000	\$51,137,000	\$57,334,000	\$61,738,000	\$73,518,000	\$87,978,000
	Job creation	<ul style="list-style-type: none"> Total number of jobs created through Landcom's activities 	No target	6,463	6,858	6,315	6,050	7,868	5,270
	Economic Output	<ul style="list-style-type: none"> Total economic output generated from Landcom's activities 	No target	\$506,537,244	\$537,547,859	\$494,940,100	\$474,195,644	\$616,675,900	\$413,026,700

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Indicator and description		Target	2009	2008	2007	2006	2005	2004	
Governance									
GOVERNANCE	Regulatory Compliance	<ul style="list-style-type: none"> Projects that achieved full regulatory compliance with Protection of Environment Operation Act 1997 & environment, OHS&R and planning legislation 	100%	100% (Note 6)	100% (Note 6)	93% (Note 6)	73% (Note 6)	93% (Note 6)	100% (Note 6)
		<ul style="list-style-type: none"> Civil contracts with environmental audits (Note 7) 	100%	73%	64%	67%	45%	64%	85%
		<ul style="list-style-type: none"> Civil environmental audit scores greater than 75% 	100%	100%	78%	100%	80%	100%	100%
		<ul style="list-style-type: none"> Builder environmental audit scores greater than 75% 	100%	78% (7 out of 9)	90% (9 out of 10)	100% (5 out of 5)	11% (1 out of 9)	43%	27%
		<ul style="list-style-type: none"> Civil environmental audit scores less than 50% 	0%	0%	0%	0%	0%	0%	0%
		<ul style="list-style-type: none"> Builder environmental audit scores less than 50% 	0%	0%	0%	0%	89% (8 out of 9)	0%	31%
	Voluntary Compliance	<ul style="list-style-type: none"> Environmental Management System certification to ISO14001 	Certification to ISO 14001	Recertified to ISO 14001	Recertified to ISO 14001	Recertified to ISO 14002	Recertified to ISO 14001	Recertified to ISO 14001	Recertified to ISO 14001
		<ul style="list-style-type: none"> Global Reporting Initiative G3 status 	G3 B+	G3 B+	G3 B+	G2 in accordance	G2 in accordance	No data	No data