### Index

| Approvals | 145 |
| Biomimicry | 170 |
| Brownfield sites | 154, 156 |
| Carbon Disclosure Project (CDP) | 38, 165, 184 |
| Carbon pricing | 171 |
| CDP. See Carbon Disclosure Project |
| Change management | 85, 160 |
| Charette. See Community design workshops |
| Climate change | 168 |
| climate impacts vs project impacts | 172 |
| future proofing | 172 |
| sea-level rise | 170 |
| water shortages / drought | 170 |
| Closure | 227 |
| design for closure | 231 |
| progressive reclamation | 232 |
| Code of conduct | 211 |
| Colbert, Barry | 5, 7 |
| Commissioning | 221 |
| commissioning team | 222 |
| demobilization | 225 |
| local economic development | 224 |
| local workers | 225 |
| management systems | 222 |
| Commitment action log | 132, 153, 178, 196, 236 |
| commitment categories | 135 |
| identifying commitments | 133 |
| project documentation | 133 |
| simplified action log | 134 |
| Commitment management | 105, 129, 131, 147 |
| commitment strategy | 130 |
| Community agreement | 105, 109, 129, 180, 192, 196, 204 |
| Community design workshops | 156 |
| idea generation | 158 |
| reporting | 158 |
| who should be involved | 157 |
| workshop process | 157 |
| Community support | 9 |
| Complaints mechanism | 136, 200 |
| indigenous peoples | 139 |
| resettlement | 139 |
| types of complaints | 142 |
| Construction | 195 |
| stakeholder communications | 197 |
| transition to construction | 196 |
| Construction sustainability metrics | 214 |
| environmental incident frequency rate | 214 |
| social incident frequency rate | 215 |
| Context sensitive design | 162 |
| Contractor management | 210 |
| code of conduct | 211 |
| kick-off planning | 211 |
| on-boarding training | 212 |
| Corporate citizenship | 2 |
| Corporate social responsibility (CSR) | 2 |
| Creating Shared Value | 2, 8 |
| Crisis management | 203 |
| communications plan | 203 |
| CSR. See Corporate Social Responsibility (CSR) |
| Culture of sustainability | 5 |
| DART model | 8 |
| DBFOO. See Design Build Finance Own Operate |
Decision making, 160
  multi-criteria decision analysis (MCDA), 161
  trade-off studies, 160
Design basis, 152
Design Build Finance Own Operate (DBFOO), 16, 21, 227
Design for closure, 151, 231
Design for the environment (DfE), 151
Dow Jones Sustainability Index, 47
Economic development plan, 175, 179, 224
  local capacity building, 181
Ecosystem services. See Nature Based Solutions
Emergency response plan (ERP), 203–204
  training, 204
Energy facilities, 18
Engineering, Procurement and Construction (EPC), 21
Engineering, Procurement and Construction Management (EPCM), 16, 20
Engineers Against Poverty, 43
Engineers Without Borders, 43
Environmental economics, 166
  economic analysis, 167
  reality check, 168
Environmental impact assessment (EIA), 147
Environmental impact statement (EIS), 145
Environmental incident frequency rate (EIFR), 214
Environmental management plans, 206
  air and dust management plan, 206
  energy and GHG management plan, 206
  progressive reclamation plan, 206
  spill response plan, 206
  waste management plan, 206
  water management plan, 206
  wildlife management plans, 206
Environmental management system (EMS), 205
  audit program, 209
  change management, 210
  corrective and preventative action, 208
data management system, 207
  inspections and monitoring, 208
  ISO 14001 EMS standard, 205
  non-conformances, 208
  plan-do-check-act (PDCA), 205
  roles and responsibilities, 210
Environmental protection plans (EPP), 203, 206
Environmental risk management, 117
Environmental, social and governance (ESG), 3
EPC. See Engineering, Procurement and Construction
EPCM. See Engineering, Procurement, and Construction Management
Equator Principles, 45
ESG. See environmental, social and governance
FIRST for Sustainability, 46
Free, Prior and Informed Consent (FPIC), 95
Freeman, Edward, 5
Global Reporting Initiative (GRI), 37, 66
Global Sustainable Investment Alliance, 46
Green bonds, 3
Greenfield site, 154, 156
GRI. See Global Reporting Initiative
Health and safety plans (HASP), 203
IFC. See International Finance Corporation
Impact and benefit agreements. See Community agreements
Impact assessment (IA), 129, 145
  area of influence, 146
  baseline studies, 146
  indigenous knowledge, 146
  traditional ecological knowledge, 146
Incident response procedure, 200
Independent Power Producer (IPP), 178
Indigenous communities, 12, 86, 95, 146, 157, 176, 180
Initiative for Responsible Mining, 41
Innovation, 159, 178
- competitions, 160
- targets, 159
Institute for Sustainable Infrastructure, 42
Integrated infrastructure, 154
International Council on Mining and Metals (ICMM), 40
International Finance Corporation (IFC), 36, 171
- Policy on Environmental and Social Sustainability, 36
- sustainability framework, 36
International Hydropower Association, 42
International Institute for Sustainable Development (IISD), 42
International Organization for Standardization (ISO), 39
International Petroleum Industry Environmental Conservation Association, 41
ISO. See International Organization for Standardization
Key performance indicators. See Project Goals
Kramer, Mark, 8
Kurucz, Elizabeth, 7
Land acquisition, 155
Life cycle analysis (LCA), 151, 164, 228
Life cycle Screening, 166
Linear infrastructure, 17
Logistics, 186
- connection to markets, 189
- environmental impacts, 188
- road safety, 186
- supply chain risk, 188
Managing time and space, 25
- understanding Space, 26
- understanding Time, 26
Materiality assessment, 67
Materiality mapping, 68
Materiality principle, 66
McPhee, Wayne, 53, 58, 163, 214
Millennium Development Goals, 33
Modular design, 184
Multi-criteria decision analysis (MCDA), 161
- decision factors, 162, 163
- example table, 165
- factor ranking, 164
- MCDA procedure, 163
- reality check, 164
Nature based solutions, 170
Net present value (NPV), 168, 231
Non-financial risks, 112
Opportunity management, 120
- opportunity capture plans, 121
- opportunity impacts, 121
- opportunity mapping, 122
- opportunity register, 122, 159, 196
Organizational structure, 78
- simple project organization chart, 79
P3. See Public Private Partnership (P3)
P4. See People Public Private Partnership (P4)
Peneranda, Rowena, 53
People Planet Profit, 52
People Public Private Partnership (P4), 22, 232
Permit to work (PtW) system, 200, 212, 226
Permitting plan, 148-149, 206
PESTLe model, 53, 109
- mapping PESTLe Factors, 57
- table of external factors, 241
PESTLe Factors, 54
- Economic, 55
- environmental, 56
- Legal, 55
- Political, 54
- Sociological, 55
- Technological, 55
Porter, Michael, 8
Powell, Jim, 163
Prahalad, C.K., 8
Principles for Responsible Investment (PRI), 45
Procurement
  performance-based, 179
  results-based, 179
Procurement plan, 175, 176
  active engagement, 177
  bulk commodities, 183
  contractors, 189
  equipment and materials, 182
  fairness and transparency, 176
  goods and services, 185
  inclusiveness, 176
  local suppliers, 185
Progressive reclamation, 151, 226, 232
  progressive reclamation plan, 206
Project charter, 74, 109, 196
Project communications, 101
  project website, 102
  social media, 102
  traditional media, 102
Project communications plan, 82
  complaints, 85
  emergency response, 85
  roles and responsibilities, 83
  standard messaging, 82
  tracking and auditing, 85
  training, 83
Project execution plan, 79, 109, 152
Project financing, 3
Project goals, 77
Project lifecycle, 27
  design and delivery, 27
  financial management, 27
  sustainability pathway, 27
Project location, 153
Project notification procedure, 200
Project owner, 19
Project players, 24
  community, 24
  government, 24
  modern relationship, 24
  organization, 24
  traditional relationship, 24
Project schedule, 81
Project structure, 23
  sustainability strategies, 23
Public support, 9
Public-private partnerships (P3), 3, 22
Ramaswamy, Venkat, 8
Renewable energy, 172
Resettlement, 155
Resource extraction, 19
Responsible development, 2
Responsible supply chain, 182
Risk management plans, 116
Risk management process, 108
Risk mitigation, 118
Risk register, 112, 196
  brainstorming risks, 113
  pre-mortem, 114
  risk events, 113
  risk mapping, 115
  risk ranking, 116
Risk severity, 110
  impact, 111
  likelihood, 110
Risk workshop, 108
  getting the right people at the table, 108
  non-financial risk, 112
  setting the stage, 110
Road safety, 202
Roles and responsibilities, 86
Safety in design, 151, 169
SDGs. See United Nations Sustainable Development Goals
Self-perform, 20
Social capital, 9, 10
Social incident frequency rate (SIFR), 215
Social license to operate, 9
Social monitoring, 201
Social risk management, 117
Stakeholder engagement, 89, 197, 229
closure, 229
commissioning, 223
communications planning for construction, 249
design workshops, 100
identifying stakeholders, 91
indigenous engagement, 95
individual interviews, 100
local community groups, 94
perception surveys, 98
project website, 119, 225
public meetings, 199
reasons to engage, 90
site signage, 199
site tours, 101, 199
social media, 199, 225
software, 199
summary template, 245
town hall meetings, 98
traditional media, 199
types of stakeholder groups, 92
working groups, 99, 224, 230
Stakeholder engagement plan, 103, 198
commissioning, 223
monitoring, 104
sample table of contents, 247
scheduling, 104
stakeholder communications table, 198
Stakeholder mapping, 96
Stakeholder summaries, 96
Stranded assets, 154
Sustainability as a team sport, 11
Sustainability charter, 87
Sustainability culture, 216
education, 216
encouragement, 217
evaluation, 217
Sustainability integration framework, 125
sample deliverables, 127
Sustainability mindset, 7
Sustainability moments, 218
daily safety briefing, 218
tool box meetings, 218
Sustainability monitoring, 77, 143
Sustainability plan, 87
Sustainability policy, 75, 109
topics, 76
Sustainability shares, 84, 238
Sustainability steering committee, 72, 236
membership, 73
responsibilities, 72
Sustainability three circle diagram, 52
Sustainable activity model, 58, 109
acquire, 60
assessing activities, 60
create, 60
deliver, 61
ideas, 62
infrastructure, 63
model output, 64
people, 62
recover, 62
relationships, 62
systems, 63
understanding Value, 59
use, 61
Sustainable Aviation Guidance Alliance, 162
Sustainable construction, 237
Sustainable design, 237
Sustainable development, 2
Sustainable life of project diagram, 228
Sustainable options analysis, 161
Sustainable procurement, 175, 237
Sustainable project management model, 6

Total cost of ownership, 87, 108, 153, 159, 170, 177, 184, 185
Total recordable incident frequency (TRIF), 187
Transportation Research Board, 162

United Nations Global Compact, 35, 184
United Nations Sustainable Development Goals (SDGs), 33, 34

Voluntary Principles Initiative, 40
Wheeler, David, 5, 7
World Bank Group, 37, 175
  Environmental, Health and Safety Guidelines, 37
World Commission on Environment and Development, 2
World Federation of Engineering Organizations, 43
World Health Organization, 186
Working groups, 99, 224, 230