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A message from our Chief Executive Officer

I am delighted to present the first sustainability report produced by the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC). It delivers on a commitment that was made in 2014 and published in our sustainability framework ‘Towards a Sustainable GC2018’ (Framework) to measure and report the sustainability performance of the Gold Coast 2018 Commonwealth Games™ (GC2018).

Commitment to leadership in sustainability

I would like to take this opportunity to personally reaffirm GOLDOC’s commitment to showing leadership in sustainability by delivering GC2018 to international standards and to use our learning to inspire best practice both at home and around the world.

Delivering GC2018 sustainably

GOLDOC is a unique organisation. It was created with the sole purpose to undertake and facilitate the organisation, conduct, promotion, commercial and financial management of GC2018. This means that we have a finite life, unlike most other organisations. Our approach to sustainability is by necessity one of assurance; in other words, developing operational processes in the lead up to GC2018 that will assist us to deliver a sustainable GC2018 and great legacy outcomes.

An event of this size can only take place with the support of key partners. Two of our key delivery partners are the Queensland State government (State) and the City of Gold Coast (City). The State is providing the majority of funding for the event as well as the construction and redevelopment of many of the GC2018 venues. It will also conduct an Arts and Culture festival during GC2018 to complement the sporting events taking place and thus contribute to a great atmosphere at Games time. The City is the host city and a financial contributor to the GC2018 event and will provide essential City services that not only support GC2018, but also ensure the continuation of ‘business as usual’ throughout the Gold Coast region. Our Games partners support the commitment to sustainability made in the Bid to host GC2018.
Other key Games partners that will support GC2018 are the Commonwealth Games Federation (CGF), the Australian Federal government, the Australian Commonwealth Games Association (ACGA), National and International Sporting Federations as well as the GC2018 Sponsor Family.

Our key sustainability achievements

Many great initiatives are taking place across the organisation; some of the notable achievements over the year include:

- The inclusion of sustainability and legacy considerations in Functional Area (FA) Strategic Planning, examples of which are provided throughout this report.
- The endorsement and communication of our Sustainability Policy and Framework.
- First party conformity to the international standard ISO 20121: Event sustainability management systems, which is a new international standard in sustainable event management, developed in the wake of the London 2012 Olympic and Paralympic Games.
- The renovation of our new headquarters (GOLDOC HQ or GHQ) using sustainable materials and practices.
- The announcement of the development of the GC2018 Reconciliation Action Plan (RAP); the first major event in Australia and the first Commonwealth Games to develop such a plan.

I would like to thank our GC2018 partners and stakeholders and all GOLDOC staff for their continued hard work, enthusiasm and commitment to the application of sustainability principles to each of their respective areas of influence.

Mark Peters

Chief Executive Officer
1.5 billion cumulative global TV audience

71 COMMONWEALTH nations and territories

1.5M spectators

17 SPORTS

15,000 volunteers

17 competition venues

6500 athletes & officials

17 days of competition

6500 more than 1000 staff

GOLDOC Sustainability Report 2014-15
1.0 Introduction
1. Introduction

1.1 Reporting framework

Sustainability reporting is a useful tool to help organisations monitor performance, set goals and manage change.

This report has been prepared using the Global Reporting Initiative (GRI) framework as a guide. GRI is an international framework for reporting on non-financial performance. The recently published GRI Event Organiser Sector Supplement (EOSS) provides guidance on sustainability indicators which are specific to the events industry. This international framework allows for the comparison of events through the use of standardised performance indicators. The GRI is also aligned to a number of other frameworks such as the United Nations Global Compact and the International Labour Organisation.

We have applied the G4 version, which is the most recent version of the GRI framework. This version has an emphasis on the ‘material impacts’ of the organisation.

This report aligns with one of the objectives contained in GOLDOC’s Sustainability Policy “to report on GOLDOC’s sustainability performance in accordance with the GRI EOSS”.

The report is provided in two parts:
- Sections 1 to 3 include the Standard Disclosures required under GRI.
- Section 4 includes discussion around the identified ‘material impacts’ of GC2018.

This report has been prepared ‘in accordance’ with the ‘core’ GRI reporting guidelines but has not been externally assessed. An index to the content is included as Appendix A to this report.
1. Introduction

1.2 Report content

This is the first sustainability report for GOLDOC, the GC2018 organising committee, and covers GOLDOC’s activities for the 2014-15 financial year. GOLDOC will follow the same annual reporting cycle in following years with a final report post-GC2018.

This report focuses to a large extent on the planning that has taken place since our establishment. GOLDOC’s priority during the ‘foundation’ phase was to get the right people, the right support structures, the right governance practices as well as putting the Sustainability Framework and strategies in place and embedded in the way GOLDOC works as an organisation.

Following this, GOLDOC moved into a strategic planning phase which occupied much of the reporting period. During this period we completed high level planning which outlined the strategic direction for each FA including how these functions will address sustainability considerations, examples of which are included throughout the report. Towards the end of the reporting period, the organisation began moving into operational planning, much of which will be the subject of the next sustainability report.

At this point of GOLDOC’s evolution, reporting is more descriptive than results-focused. This will change in future reports as the organisation moves closer towards operational delivery. At this stage many of our actions are designed to ensure that appropriate steps are being taken to enable sustainable delivery of the event in 2018. Validation of this will only occur once GC2018 has been completed and we are able to genuinely assess our degree of achievement toward our sustainability outcomes.
1. Introduction

1.3 Reporting scope

The scope of this report focuses on those areas over which GOLDOC has direct control. An event of this size requires the cooperation of many different stakeholders to deliver the final outcome, and GOLDOC will not control all of the processes that need to take place to deliver GC2018. For example, GOLDOC does not construct the venues required to host the various sporting events or build the roads which will transport the thousands of spectators to those events. This report will therefore concentrate on those aspects that GOLDOC does control. Anything referred to that falls outside of GOLDOC’s scope will be referred to as such.

Greater detail around our many stakeholders is found in Section 3.

We welcome your feedback. If you have any feedback or enquiries about the content of this report, please contact GOLDOC’s sustainability team by email: sustainability@goldoc.com
2.0

The Commonwealth Games Event
2. The Commonwealth Games Event

GC2018 will be the largest world multi-sport event that the City of Gold Coast (City) and Queensland have ever hosted. This is the fifth time that a Commonwealth Games will be held in Australia, following Sydney 1938, Perth 1962, Brisbane 1982 and Melbourne 2006. It is the first time however that it will be held in a regional Australian city, and follows on from the highly successful Glasgow 2014 Commonwealth Games.

GC2018 will see approximately 6,500 athletes and officials from 71 nations and territories, representing one third of the world’s population compete in 17 sporting disciplines at over 30 competition and training venues across Queensland from 4 to 15 April 2018.

This 11 day sports competition period will take place between the Opening and Closing Ceremonies which will be watched by up to 40,000 spectators at Carrara Stadium. An estimated 1.5 million spectators will join the athletes, officials and workforce (including up to 15,000 volunteers) throughout Queensland creating an event that presents real opportunities as well as real challenges in terms of its size and scale and the accompanying impact to the local region.

As with any event of this size there will be associated consequences such as greater amounts of waste to be disposed of, large amounts of food and goods to be sourced and transported, greater movement of people and accompanying transport impacts. The challenge is to deliver an event of this scale that accommodates the needs of all event participants and attendees whilst minimising any adverse environmental or social impacts.

With a world-wide cumulative broadcast audience of some 1.5 billion people, GC2018 will be a global spectacular, providing significant business and tourism opportunities for the region as a sustainable events destination, with new infrastructure and sustainable practices in place to service future visitors and events.
About GOLDOC
3. About GOLDOC

3.1 Who we are

GOLDOC was established on 1 January 2012 pursuant to the Commonwealth Games Arrangements Act 2011 (Qld). Its purpose is to plan, organise and deliver GC2018, in conjunction with the ACGA, the CGF, the State, the City, the Australian Federal Government and other government and non-government partners.

GOLDOC receives funding from the State government and is accountable as a statutory authority. GOLDOC’s performance (including its financial performance) is reported annually in its Annual Reports. In addition, GOLDOC has certain revenue targets that it must achieve through avenues such as sponsorship, ticket and merchandise sales and broadcast rights.

The total GOLDOC workforce numbered 104 staff as at 30 June 2015. GOLDOC is a rapidly growing organisation that will continue to evolve and expand as we head towards delivery of the event in April 2018. Changes and increases in organisational growth will be reported annually in future sustainability reports.

GOLDOC’s staffing strategy involves a core team of permanent staff who will also manage specialist contractors and support volunteers. Workforce planning forecasts indicate that by April 2018 workforce numbers will reach in excess of 1,000 staff, 30,000 contractors (e.g. security, logistics and catering) and up to 15,000 volunteers.

These figures highlight the enormity of the task of delivering a Commonwealth Games, and the skill required to ensure that GC2018 happens on time and on budget.
3. About GOLDOC

3.1.1 Our governance structure

GOLDOC is made up of a broad range of functional areas each with a specific role to play in the delivery of GC2018. Examples include Sport, Queen’s Baton Relay, Technology, Catering, Cleaning and Waste, Transport, Venue Management and Security to name a few.

The role of the Sustainability and Legacy FA is to drive and support the delivery of a sustainable GC2018 by implementing the international standard ISO20121, to ensure that legacy opportunities are being identified across the organisation, to report on our sustainability performance and to support each FA to ensure that sustainability and legacy considerations are embedded within planning and delivery. The Sustainability and Legacy FA sits within the Planning and Readiness division and reports to the General Manager, Planning and Readiness, who in turn reports to the GOLDOC CEO.

The performance of FA’s is regularly reported to GOLDOC’s Executive Management Team (EMT) which is, in turn, accountable to GOLDOC’s Board. Greater detail on GOLDOC’s governance structure can be found in the Annual Reports.
3. About GOLDOC

3.1.2 GOLDOC partners

As previously mentioned, it takes many different stakeholders to deliver an event such as a Commonwealth Games. Some of GOLDOC’s delivery partners include:

Office of the Commonwealth Games (OCG)

The OCG, within the Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESB) leads a coordinated approach to the Queensland Government’s delivery of GC2018. OCG leads the Queensland Government state-wide program, Embracing 2018, to maximise the legacy benefits from hosting the Commonwealth Games as well as the development of a state-wide arts and cultural program. OCG also manages the capital budget for GC2018 venues and coordinates the delivery of government services associated with GC2018.

The Department of State Development (DSD)

DSD is responsible for the delivery of the GC2018 infrastructure program (capital development of competition, training and key non-competition venues, including the Commonwealth Games Village (CGV) and the project and contract management of individual projects.

City of Gold Coast (City)

The City has established a Commonwealth Games unit which is responsible for delivering city operations, city legacy and arts and cultural program initiatives and is the asset owner of many of the venues.

Australian Commonwealth Games Association (ACGA)

ACGA is the national body responsible for organising the Australian Commonwealth Games team which amongst many responsibilities provides and organises funding, clothing, travel, accommodation and accreditation of athletes and officials to each Commonwealth Games.

The ACGA is an integral GC2018 partner with representation on the GC2018 Board and Committees.

The Australian Government

The Population Health and Sport Division, Department of Health within the Australian Government, implements operational support for security, immigration, customs, intellectual property, tourism, communications and federal legislative matters.

The Australian Government is also working with Queensland Government departments and the City on coordinated security strategies.

The Commonwealth Games Federation (CGF)

The peak body of the Commonwealth Games movement is the CGF. An honorary Executive Board currently governs the CGF with financial, legal and marketing services provided to it. The CGF has a Chief Executive Officer and secretariat based in London.

Each of the 71 Commonwealth Games Associations (CGAs) reports to the CGF and is either a distinct entity or part of its National Olympic Committee.

The CGF owns and controls the Commonwealth Games and all rights relating to them. It has entrusted the organising and hosting of GC2018 to the ACGA which has in turn delegated the role of organising and hosting GC2018 to GOLDOC.
3. About GOLDOC

3.1.3 Our people

When GOLDOC was established on 1 January 2012, it was with a staff of 6 full-time employees. As at 1 July 2014, GOLDOC employed 47 staff, which increased to 104 as at 30 June 2015. Of these, one staff member was casual with the remainder being permanent employees, as shown in the table below. The table demonstrates the rapid growth in the size of the workforce over the past 12 months.

As previously mentioned, it is expected that GOLDOC will employ over 1,000 staff and engage with some 15,000 volunteers by the time of the event in 2018.

Total employees by employment type & gender

<table>
<thead>
<tr>
<th></th>
<th>Permanent</th>
<th>Full-time</th>
<th>Part-time</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2014</strong></td>
<td>10</td>
<td>37</td>
<td>3</td>
</tr>
<tr>
<td><strong>2015</strong></td>
<td>10</td>
<td>37</td>
<td>3</td>
</tr>
</tbody>
</table>

Total employees by age and gender as at 30 June 2015

```
<table>
<thead>
<tr>
<th>Age</th>
<th>M</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;30</td>
<td>31.49</td>
<td>31.49</td>
</tr>
<tr>
<td>&gt;30</td>
<td>31.49</td>
<td>31.49</td>
</tr>
</tbody>
</table>
```

Identified in EEO Target Group as at 30 June 2015

- **0%** ATSI
- **17%** Born outside Australia
- **2%** With a disability

The diagram above shows a breakdown of our staff by standard Equal Employment Opportunity (EEO) target groups. Mechanisms are being put in place to diversify the workforce, such as through development of the GC2018 RAP and various recruitment processes.
3. About GOLDOC

3.1.4 Our conditions
During 2014-15 a number of activities were undertaken to ensure ideal attraction, retention and performance through the delivery of fair, equitable and appropriate workforce practices. GOLDOC does not currently use Collective Bargaining Agreements; however employees are contracted on terms and conditions consistent with Australian workplace legislation.

The GOLDOC Code of Conduct (the Code) is based on the four guiding principles outlined in the Public Sector Ethics Act 1994. The Code provides GOLDOC employees with a framework that details the expectations of staff in upholding GOLDOC’s values and in behaving in the manner required in daily business activities. All GOLDOC employees are provided with a copy of the Code upon appointment and it is published on the corporate intranet for ongoing employee reference.

3.1.5 Our evolution
As previously stated GOLDOC has a sole purpose - to plan, organise and deliver GC2018 - and will be dissolved soon after GC2018 ends. Until then however, the workforce will rapidly expand, approximately doubling each year, in the lead up to GC2018 and will then rapidly dissolve following the completion of the event. Being a new organisation, systems are still being implemented to capture data and information, including information relating to human capital.

It is a challenging process to create a new organisation, to implement all the associated systems that need to be both fit-for-purpose (given the short-term nature of the organisation) and at the same time be able to successfully manage a future workforce of over 1000 people. We are continually implementing new information technologies, revising governance arrangements both internally and with our delivery partners, constructing our workplace, and at the same time preparing to host a global event. A challenge for the sustainability team is to ensure that an ever increasing workforce and changing stakeholders are kept abreast of sustainability challenges, opportunities and relevant issues.

There are a number of entities to which GOLDOC must report, including the State and the CGF. Therefore impacts such as State elections can potentially affect GOLDOC’s governance or reporting processes. The CGF, under the guidance of its new CEO, continues to have a strong focus to ensure that the hosting of a Commonwealth Games brings positive sustainable legacies to each host city and region.

Queensland State elections were held in early 2015 resulting in a change of government and a Federal election will be held in 2016. Being a statutory authority, GOLDOC is ever mindful of the changing political landscape and any impacts to its governance processes.
3. About GOLDOC

3.2 What we do

3.2.1 Our operating environment

GOLDOC’s operations are restricted primarily to Australia. GC2018 sports competition events will be held across the City along with specially developed Celebration Zones which will host arts and culture festivities to complement the sports program. Queensland’s capital city, Brisbane, will host the shooting and track cycling events and Queensland’s regional cities of Cairns and Townsville will host the preliminary basketball rounds, allowing for a further geographical spread of sustainability benefits to extend beyond the south east Queensland region.

With such a geographical spread of events, opportunities exist to inspire and influence other regions on sustainable event management and to share the knowledge acquired through the delivery of GC2018.

The Queen’s Baton Relay (QBR), which will commence in 2017, will be an opportunity to ‘take GC2018 on the road’ and reach out to our Commonwealth neighbours. The Baton will visit every one of the 71 nations and territories on its journey from Buckingham Palace to Australia, carrying the Queen’s message to be read at the Opening Ceremony on 4 April 2018. The inclusive nature of the QBR acts to further unify the Commonwealth and presents opportunities to carry GC2018 key messages throughout the world.
3. About GOLDOC

3.2.2 Our audience

While the GC2018 events take place in Queensland, Australia, the audience for the 11 day event is a global one with an expected cumulative global audience of some 1.5 billion people. 71 nations and territories across the Commonwealth will compete in GC2018; however the global broadcast is expected to extend beyond these to reach a much wider audience.

Competing Commonwealth nations and territories

- **Africa**
  - Botswana, Cameroon, Ghana, Kenya, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Seychelles, Sierra Leone, South Africa, Swaziland, Tanzania, Uganda, Zambia

- **Caribbean**
  - Anguilla, Antigua & Barbuda, Barbados, British Virgin Islands, Cayman Islands, Dominica, Grenada, Jamaica, Montserrat, St. Kitts & Nevis, Saint Lucia, St. Vincent & The Grenadines, Trinidad & Tobago, Turks & Caicos Islands

- **Americas**
  - Bahamas, Belize, Bermuda, Canada, Falkland Islands, Guyana, St. Helena

- **Europe**
  - Cyprus, England, Gibraltar, Guernsey, Isle of Man, Jersey, Malta, Northern Ireland, Scotland, Wales

- **Asia**
  - Bangladesh, Brunei Darussalam, India, Malaysia, Maldives, Pakistan, Singapore, Sri Lanka

- **Oceania**
  - Australia, Cook Islands, Fiji, Kiribati, Nauru, New Zealand, Niue, Norfolk Island, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu
3. About GOLDOC

3.2.3 GC2018 Venues and Commonwealth Games Village

The Commonwealth Games Village will be located within the Gold Coast Health and Knowledge Precinct (Precinct) and will play a vital role in legacy post-GC2018, when it will provide essential accommodation and commercial facilities within the Precinct. GC2018 venues will be located within the City as well as in Queensland’s capital city, Brisbane, and the regional cities of Townsville and Cairns.
3. About GOLDOC

3.2.4 GC2018 Sports

- Aquatics – Diving
- Aquatics – Swimming
- Athletics
- Badminton
- Basketball
- Boxing
- Cycling – Mountain Biking
- Cycling – Road
- Cycling – Track
- Gymnastics – Artistic
- Gymnastics – Rhythmic
- Hockey
- Lawn Bowls
- Netball
- Powerlifting
- Rugby Sevens
- Shooting
- Squash
- Table Tennis
- Triathlon
- Weightlifting
- Wrestling
3. About GOLDOC

3.3 Who we work with

3.3.1 Our Stakeholders

Our stakeholders are vitally important to us. GC2018 will significantly impact a large number of stakeholders and it is therefore essential that GOLDOC communicates regularly and openly with those stakeholders to fully understand the nature and extent of such impacts. Stakeholders are defined by the Global Reporting Initiative as:

...entities or individuals that can reasonably be expected to be significantly affected by the organisation’s activities, products, and services. Stakeholders can include those who are invested in the organisation (such as employees, shareholders, suppliers) as well as those who have other relationships to the organisation (such as vulnerable groups within local communities, civil society).

We rely on our stakeholders to help us identify issues and develop solutions together to leave positive economic, environmental and social legacies for our community.

3.3.2 Our approach

Engagement with Games partners, the GC2018 Sponsor Family, community groups and individuals is undertaken across the organisation in a variety of ways. GOLDOC has a large role to play in the coordination of stakeholders for the operational delivery of GC2018 and supporting services and therefore engaging with stakeholders is at the heart of everything we do. From a sustainability perspective, stakeholder engagement is conducted regularly through our Annual Sustainability Forum. This is our key sustainability engagement vehicle and is supported by other smaller engagements as required.

By the very nature of its remit, GOLDOC deals with multiple stakeholders and interested parties. Key stakeholders include:

- Games Delivery Partners & Agencies
- Media
- Community
- Workforce
- Athletes & Games Family
- GC2018 Sponsor Family & Suppliers

Gold Coast 2018

GOLDOC Sustainability Report 2014-15
3. About GOLDOC

3.3.3 Engagement

GOLDOC engages with all of these parties through a variety of mechanisms which include:

- Working Groups & Steering Committees
- Milestone Events & Celebrations
- Information Sessions
- Workshops
- Staff Inductions & Training
- Newsletters
- Social Media
- Community Sentiment Research
- Specific Email Accounts
  - sustainability@goldoc.com
  - procurement@goldoc.com
  - volunteer@goldoc.com

The sustainability team utilises all or any of the above mechanisms as circumstances require, however, the principle sustainability engagement mechanisms are the GOLDOC Sustainability Working Group, the GC2018 Sustainability Working Group, the Sustainability Advisory Panel, the Annual Sustainability Forum and the sustainability email address.
The Sustainability Advisory Panel is called upon on an as-required basis and provides advice on identification and resolution of sustainability issues with a strategic focus. The panel provides access to a broad range of people and organisations that have expertise in specific areas that include but are not limited to:

- Education
- Urban planning
- Energy management
- Arts and culture
- Waste management
- Accessibility

Panel members include independent representatives from industry, community and academia.

GOLDOC’s Annual Sustainability Forum has met for the past two years and is the premier formal engagement event for sustainability. The format of the Forum is part information provision and part workshop – where delegates from various stakeholder organisations come together to raise issues of concern or opportunities for discussion. The identification of issues at this Forum guides the Sustainability FA in the development of actions going forward. The participation in this Forum encompasses:

- Games partners
- Local community representatives
- Volunteer organisations
- Local environmental groups
- Venue operators
- Chambers of commerce and local businesses

In addition to this structured engagement we also meet with other groups of stakeholders on an irregular basis.
3.3.4 What we have learned

As part of the implementation of GOLDOC’s sustainable events management system in accordance with ISO 20121, the Annual Sustainability Forum has been particularly successful as an engagement mechanism and has highlighted stakeholder concerns such as:

- The need for the community to leverage the opportunities around GC2018 to educate and raise awareness of sustainability issues
- To ensure that the potentially large increase in the amount of waste produced during GC2018 be dealt with in a sustainable way, particularly waste such as plastic bags and helium balloons
- To ensure appropriate levels of accessibility for all people who wish to participate
- To put engagement mechanisms and avenues in place to enable identification of issues as they arise and allow them to be dealt with in a timely manner

These concerns and many others that have been raised have informed GOLDOC’s sustainability objectives, action plans and bodies of work to be addressed over the coming months and years.

3.4 How we work

3.4.1 Commitment to sustainability

The Candidate City File sets out the commitments made to the CGF by the Australian Federal Government, the State, the City and the ACGA in the Bid to host GC2018. The commitments to sustainability in the Candidate City File include:

- To ensure that sustainability and legacy underpin GC2018, with a major goal being the delivery of significant and positive economic, environmental, social and community legacies.
- To monitor initiatives in the development of event-related Environmentally Sustainable Development (ESD) benchmarks and compliance standards, and where appropriate, to refine strategies as and when these benchmarks and standards are released.
- To be totally inclusive of all GC2018 participants.
- To align environmental protection objectives to the One Planet Principles

GOLDOC will honour the sustainability commitments made in the Candidate City File and leave a legacy of sustainable event management as a blueprint for future use.

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1 One Planet Living is a registered trademark and was originally created by BioRegional. For more information see: www.oneplanetliving.net and www.bioregional.com
3. About GOLDOC

3.4.2 Our Values
GOLDOC has developed and endorsed the following set of values and these manifest themselves in the way all our employees do business:

Global – Where we think globally for the organisation, the Games and beyond.

Respect – Where our work and thoughts are respected and valued.

Excellence – Where we deliver excellence in everything we do.

Accountable – Where we act with the highest integrity and fairness.

Trust – Where we are empowered to do our job in a collaborative environment.
3. About GOLDOC

3.4.3 Sustainable Development Principles

As part of the implementation of ISO 20121 we recognise that GOLDOC’s values align with the governing principles of sustainable development in the following way:

- **Global = Inclusivity** – To ensure that all interested parties are able to participate without fear of discrimination.
- **Respect = Stewardship** – To take responsibility for the economic, environmental and social outcomes to be shared by all.
- **Excellence = Leadership** – To demonstrate leadership by delivering GC2018 to international standards, constantly improving our ways of working and meeting all legal and other requirements.
- **Accountable = Integrity** – To conduct GC2018 in an ethical manner, consistent with international standards of behaviour.
- **Trust = Transparency** – To communicate willingly and openly about the decisions and activities that affect the social, environmental and economic outcomes of our actions.
3. About GOLDOC

3.4.4 Vision for sustainability

GOLDOC’s sustainability vision is to show leadership in sustainability by delivering GC2018 to international standards of best practice, leaving positive economic, environmental, social and community legacies.

In 2014, GOLDOC developed its Sustainability Policy and Framework. The sustainability objectives are:

• To implement the international standard ISO 20121: Event Sustainability Management Systems.
• To report on GOLDOC’s sustainability performance in accordance with the Global Reporting Initiative Event Organiser Sector Supplement (GRI EOSS).
• To communicate GOLDOC’s leadership in sustainable event management.

3.4.5 International frameworks for sustainable event delivery

GC2018 will leverage off the learnings of other major event host cities where sustainability has been a key focus. By utilising the legacy of their experiences and adopting a series of internationally accepted and validated standards, we are confident that we will build upon what has been achieved before and leave a valuable legacy for both the region and future host cities. These are also supported by our acknowledgement and consideration of the Precautionary Principle and the One Planet Principles.

ISO 20121 Event Sustainability Management Systems (ISO 20121)

ISO 20121 is an international standard created specifically for the events industry. This standard provides guidance for the development of a management system and processes within an organisation to ensure that sustainability is adequately embedded in the decision-making process. It addresses organisational governance around sustainability, budget and resourcing requirements, training, policy-making, monitoring and reporting processes.

Global Reporting Initiative (GRI) Event Organiser Sector Supplement (EOSS)

GRI is a non-government body which produces an international framework for reporting on sustainability. The recently published EOSS provides guidance on sustainability indicators which are specific to the events industry. This international framework allows for the comparison of events through the use of standardised performance indicators. The GRI is also aligned to a number of other frameworks such as the United Nations Global Compact and the International Labour Organisation.
3. About GOLDOC

Risk management approach

GOLDOC recognises that it has a responsibility to manage risks, protect its people, reputation, communities, along with the interests of its stakeholders and partners. Risk recognition and management are viewed by GOLDOC as integral to the successful execution of its strategy. GOLDOC’s risk management framework adopts the relevant principles of the Australian/New Zealand Standard AS/NZS ISO 31000:2009. Through the risk management framework, consistent risk management principles have been embedded in all critical business activities.

This is a risk management principle which states that ‘where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing measures to prevent harm’ or to paraphrase simply ‘better safe than sorry’. The Precautionary Principle and approach was considered during the development of the Sustainability Framework.

3.5 Our supply chain

A large proportion of the GC2018 budget will be used for the procurement of goods and services to deliver GC2018. It is therefore important that procurement is effectively managed to drive sustainable outcomes. GOLDOC will be asking all suppliers how they can support the delivery of sustainability objectives through their supply chains. Suppliers will also include future sponsors and licensees.

Key considerations in sustainable procurement include:

- The labour rights of workers
- Improvements in waste management
- Energy and water efficiency in the production process
- Materials choices
- Due diligence around contract management

The supply chain will vary widely depending on the particular procurement, and GOLDOC will work closely with suppliers to encourage the best possible outcomes.

Given the short-term and temporary nature of the organisation there are no on-going opportunities for business post GC2018. There is therefore a significant variation in GOLDOC’s ability to control and influence the supply chain particularly when it extends beyond our direct suppliers; however it is incumbent upon us to do all we can in our capacity as the event manager to encourage responsible supply chains.

GOLDOC is not currently a member of any industry associations, national or international advocacy organisations. However, engagement with industry associations is conducted on an as required basis to help inform scopes of work and procurement strategies.
3. About GOLDOC

3.5.1 General principles
GOLDOC’s supply chain approach strongly reflects a number of the governing principles described in our Sustainability Policy. These principles underpin the way in which we do business and include but are not limited to:

• Integrity – by ensuring that our tender assessment, award and management practices are conducted in a fair, equitable and competitive manner.

• Transparency – by being open and honest and communicating willingly about the supply and procurement decisions that are made.

3.5.2 Procurement process
GOLDOC uses a variety of procurement methods in accordance with our Procurement Policy including:

• Public tenders

• Public Expressions of Interest (EOIs)

• Closed tenders/quotes (including to sole invitees)

• Direct sponsorship

The appropriate procurement method is chosen taking into consideration opportunities for local and indigenous business while also having regard for the cost of tendering for businesses. Often an EOI process is used as a means of opening the opportunity to any interested party capable of meeting the overarching mandatory requirements without creating too much of a time and effort impost for companies to respond. From the EOI submissions a shortlist of capable suppliers can then be invited to provide an in-depth tender response. Where it is considered that value for money can be enhanced by using a supplier who is geographically close, a weighting for local industry is applied on a sliding scale.

GOLDOC also utilises numerous suppliers under local purchase arrangements (purchase orders) for the provision of goods and services. GOLDOC is developing procurement system reporting and future reports will provide additional information around procurement practices.

In mid-2014 a number of supplier information sessions were conducted with over 5,000 potential suppliers who were encouraged to register their interest in GC2018 Forward Procurement Schedule (FPS) work packages on the Industry Capability Network (ICN) Gateway portal as well as registering on QTenders portal for public tender opportunities. Prior to undertaking any procurement activity, GOLDOC procurement staff view the registrants to the relevant GC2018 work package on ICN for potential invitees to closed tenders/quotes and provide alerts to current opportunities on QTenders.
3. About GOLDOC

3.5.3 Procurement indicators
GOLDOC monitors procurement through indicators such as value of contract spend and by location.

The diagrams below sets out these parameters for the period from January 2013 to June 2015:

**Percentage of contracts awarded by geographical location**

- Gold Coast: 4%
- Queensland: 13%
- Interstate: 28%
- Overseas: 55%

**Proportion of contract value awarded by geographical location**

- Gold Coast: 4%
- Queensland: 16%
- Interstate: 34%
- Overseas: 46%

During this period 96 per cent of the contract value and 96 per cent of the contracts awarded were local, being within Australia and New Zealand (as defined in the Charter for Local Content).
4.0

Our Performance
4. Our Performance

This section of the report provides information on the actions that GOLDOC has undertaken during the reporting period around our economic, environmental and social impacts. Reporting at this stage in GOLDOC’s lifecycle is based largely on planning undertaken, with greater detail around operations to develop as we mature. At this point in time reporting on metrics will be limited given that our current focus has been on high level strategic planning. Most of our metrics will be reported in our post-Games report, however over the coming years we will have opportunity to gather limited data and information on which we will report.

The four GRI principles for defining report content in terms of materiality, stakeholder inclusiveness, sustainability context and completeness were all considered during the development of this report. By implementing ISO 20121 in 2014/15 GOLDOC worked through a number of processes designed to identify our key issues and impacts. This included consultation to help us understand our stakeholders’ expectations for GC2018, including their hopes for long-term aspirations for the city and region.

4.1 Key sustainability impacts

The Sustainability Framework was developed in 2014 and identified key impacts of the GC2018 event. They were identified having regard for:

- The scope of our operations
- The very specific remit of GOLDOC
- Review of Bid commitments
- Peer review of other Games and major events, including best practice norms
- Stakeholder engagement (including through the Annual Sustainability Forum)
- Issue and risk review
- ISO 20121 implementation
- Review of the GRI EOSS
- Review and consideration of the Embracing 2018 strategy
- Size of the economic, social or environmental impact
- The level of GOLDOC’s control or influence over those issues

The key areas identified include:

- Procurement
- Energy and emissions management
- Waste management
- Transport and logistics
- Local communities
- Inclusivity and accessibility
- Legacies

All of these areas identified can have impacts within GOLDOC, and on our external stakeholders. GOLDOC must therefore responsibly manage those impacts. As part of our commitment to continual improvement, these key areas will be regularly reviewed and adjusted as necessary.
4. Our Performance

4.1.1 Economic
GC2018 will have a significant impact on the economy of the Gold Coast and more broadly on the State of Queensland and Australia. At this stage of GOLDOC’s evolution, the most important activity to address is the development of sustainable procurement and sourcing practices. Because so much of GOLDOC’s focus in the coming years will be the procurement of goods and services to deliver GC2018, it is important that we maximise opportunities to leverage positive sustainable outcomes through our sourcing practices.

4.1.2 Environmental
It is important to manage the impact of an event of this magnitude on the natural environment and ecosystems. This dimension of sustainability is all about the impacts of ‘inputs’ such as energy use; and how we treat the ‘outputs’ which includes things such as emissions and waste. An event of this size has the potential to produce very large amounts of waste and contribute substantially to carbon emissions. They are therefore key areas to be addressed and managed. Transport is also a major contributor to emissions through the direct choice of transport options and indirectly as part of the supply chain.

A recurring issue raised by a number of different stakeholders is the concern around plastic waste in our waterways and ocean. The Gold Coast is a linear, water-based city with 40 kilometres of coastline, beautiful beaches and more canals than Venice and Amsterdam combined. Contamination of the waterways is a constant battle and major concern, particularly to marine life. Given the extent of community concern around this issue it will be a key focus for GC2018 procurement and waste management practices.

4.1.3 Social
GOLDOC will manage our social impacts through our own labour and work practices and through our procurement processes that require suppliers and contractors in our supply chain to also meet their social responsibilities.

The event will also substantially impact local communities. It is therefore important to understand our stakeholders’ expectations for the event and to engage with them to understand the potential for GC2018 to include and unite the community and the legacies they hope will be left behind long after the event is over.

4.1.4 Monitoring and measuring
In order to properly monitor our performance in these areas and to be able to provide a comprehensive report on GC2018 achievements, it was recognised that a system for monitoring and measuring performance was essential. During the reporting period GOLDOC licensed the use of bespoke software designed specifically for major events and aligned to both the ISO 20121 and GRI frameworks.

Whilst Games-time data will be the key focus for reporting, we will use the years leading up to GC2018 to refine our understanding of what needs to be measured and the best methods for data capture.
4. Our Performance

4.2 Procurement

GC2018 has sustainable procurement practices that benefit the local economy

Major events such as the Commonwealth Games generate significant opportunities for the host city’s local economy. GOLDOC understands the importance of engaging with local suppliers early so that they understand GC2018’s procurement requirements, including GOLDOC’s goals and objectives regarding sustainable supply chain practices. “Local” for the purposes of GC2018 includes Australia and New Zealand, however wherever possible we look for opportunities to source from geographical locations close to our significant locations of operation – meaning the Gold Coast and South East Queensland. Value for money underpins all GC2018 tender assessments and includes, amongst others, whole of life costs, sustainability, fitness for purpose, quality and capability.

Highlights

• Over 5,000 potential suppliers attended information sessions during 2014.
• Tender documentation incorporates sustainability considerations and a link to the Sustainability Policy.
• 96% of GOLDOC’s procurement spend for the reporting period was local.
4. Our Performance

Raising sustainability awareness amongst potential suppliers

In June and July 2014 GOLDOC and our GC2018 delivery partners conducted a number of supplier information sessions. The sessions aimed to help the local market understand the GC2018 procurement process and how to leverage GC2018 business opportunities. They were also an opportunity to highlight the importance of sustainable procurement to GC2018. Over 5,000 potential suppliers attended the sessions and recordings of the presentations were made publicly available in webinar format.

GOLDOC’s aim over the reporting period has been to raise awareness amongst potential suppliers of the importance of sustainability to GC2018 and to begin developing information and education around what this means to the supply chain. All suppliers receive a link to GOLDOC’s Sustainability Policy which is also published on our website. Sustainability considerations have been incorporated into our Procurement Policy and guidelines and into tender specifications. This will be an ongoing process as more suppliers are contracted to supply the needs of GC2018.

Leaving a legacy of sustainable business

An important legacy aspiration for GC2018 is to help local businesses build their capacity to compete for major event supply contracts. Sustainability is of growing importance to major events and businesses need to understand how they can align their practices with an event organiser’s sustainability objectives. GOLDOC has developed a sustainable supply chain education package for potential suppliers, available on the website. It provides GC2018 specific information as well as general guidance on sustainable businesses practices, for example how to identify efficiency opportunities in the supply chain.

GHQ re-development delivers benefits to local construction company

Work on GOLDOC’s new headquarters (GHQ) began in 2014. The project consisted of re-fitting two blocks of a partially-vacated tertiary education facility, making great use of existing infrastructure. GOLDOC appointed a local Gold Coast construction company to perform the works.

New actions identified for the coming year

One of GOLDOC’s key sustainability priorities is to responsibly manage our supply chain and to enhance our sustainability performance through sustainable sourcing and material selection processes. Accordingly, the next reporting period will see a significant increase in procurement activity as we begin the purchasing of goods and services proper in the lead up to GC2018.

Key activities will include the conduct of a sustainability risk and opportunity assessment of the Forward Procurement Schedule, development of specific tender and contract guidance for procurement categories with a high sustainability impact and the development of a Sustainable Sourcing Code which will incorporate audit and incident management procedures.
4. Our Performance

4.3 Energy and Emissions

Energy use and greenhouse gas emission (GHG) are managed and monitored

Carbon and other greenhouse gas emissions have been identified as arguably the greatest environmental challenge of our time.

GOLDOC will develop a carbon management strategy that will support our environmental and social legacy objectives. The strategy will also be designed to help to identify and where possible deliver economic benefits through reduced energy expenditure. The strategy will encourage stakeholders to take steps to minimise their carbon impact. It is anticipated that outcomes of carbon mitigation activities can serve as a benchmarking and capacity building tool for future events in the City.

At this time, GOLDOC as an entity is not subject to any Federal or State regulations or policies regarding energy use or greenhouse gas emissions.

Highlights

- Energy use and emissions data captured for three sample events held at GC2018 venues.
- Energy use and emissions data captured for GOLDOC corporate office.
4. Our Performance

Collecting venue energy use information
An important objective for the year was to begin capturing information around energy use within various GC2018 venues. This information is useful for a number of reasons. Although the venues are not necessarily currently used at the same capacity as they would be during GC2018, this information can be extrapolated to gain an understanding of potential Games-time energy use. It is also important to work with venues to understand how they currently capture data and in what format. Data collection methods and metrics can vary between venues and it is important to understand this process in preparation for Games-time data collection.

Encouraging public and active transport use
GOLDOC’s Transport FA, in conjunction with Games partners, aims to maximise spectator attendance to GC2018 events by public and active transport, with the aim to reduce carbon emissions which would normally occur through individual vehicle use. Active transport, such as cycling, has the added benefit of encouraging healthier lifestyles.

Understanding GOLDOC’s energy use
At our previous locality, information on GOLDOC’s energy use was captured through our corporate energy accounts. Whilst in our previous premises, the organisation averaged approximately 4,695kWh per month in energy use, equating to approximately 4.4 tonnes of carbon emissions per month. Energy use is not separately metered at the new GHQ so at this stage we are unable to capture GOLDOC specific energy use or emissions information. Therefore, as part of the carbon management strategy, we intend to develop a methodology to accurately estimate GOLDOC’s organisational energy use and emissions impacts.

Encouraging active travel to work
GOLDOC has begun development of its Workplace Travel Plan (WTP), aimed at reducing emissions from staff travel to and from work, as well as day-to-day business related travel. This will include the capture of information from staff around distances and methods of travel to work.

New actions identified for the coming year
Managing the emissions from both GOLDOC and GC2018 activities will be an ongoing and challenging process. To assist GOLDOC in this endeavour, we will engage specialist consultancy advice in carbon emissions management. We will also continue to capture information around emissions, both for our own GHQ and GC2018 venues. In the next reporting period, GOLDOC aims to estimate the GC2018 baseline carbon footprint and set an emissions reduction target. Working with our supply chain will be an essential and important aspect of managing emissions. Educating staff and suppliers around emissions will be crucial to responsible management.
4. Our Performance

4.4 Waste Management

Waste diversion from landfill is maximised

GOLDOC’s waste management systems and practices are designed around a Waste Recovery Hierarchy that begins with waste avoidance/prevention and reduction followed by reuse, recycling, recovery and lastly disposal to landfill.

As an organisation this means that our staff must be educated about waste management practices and steps that they can take to avoid or reduce the amount of waste they create. It also means that GOLDOC will work with suppliers, venues and contractors to ensure they are able to support positive waste outcomes for GC2018.

Highlights

- Waste information captured from three sample events held at GC2018 venues.
- Inclusion of multiple recycling streams within GOLDOC’s office space.
- Formation of a waste working group with Games partners.

Most to least preferable environmental option

Avoid

Reduce

Reuse

Recycle

Recover

Dispose
4. Our Performance

Working with our event venues to avoid waste

Early efforts around waste management have included setting up appropriate governance structures to manage and monitor our actions around waste management. All existing venues that will host GC2018 events have waste management practices already in place which provide an ideal opportunity to establish historical baselines for waste indicators. This information will enable us to assess whether GC2018 has been able to show improvement as a result of efforts. The newly built venues will also provide an opportunity to establish sustainable waste practices from the beginning. An important aspect to sustainability reporting is the ability to capture data to inform waste indicators. GOLDOC is working with Games partners and stakeholders to determine what data and information is currently available and what systems will need to be put in place to manage that information.

Local infrastructure

The available infrastructure for waste processing in Queensland is largely limited to recycling of co-mingled waste such as PET bottles, glass, paper and cardboard, and landfill. Unlike some overseas countries, the Gold Coast does not currently have appropriate facilities to process organic food waste or incineration infrastructure. This will impact the target we are able to set around diversion from landfill. Nevertheless, we are working closely with our Games partners to identify possible alternative solutions and pre-event legacy opportunities.

Results from early data collected

Early data has already been received from three of the existing GC2018 venues showing waste data for some recently held events. This information provides a picture of our starting point and helps to identify key issues that need to be addressed going forward. It is clear from the data so far that the results for the ratio of waste to landfill against waste recycled vary greatly between venues.

Average Waste to Landfill versus Waste Recycled

![Average Waste to Landfill versus Waste Recycled](chart.png)
4. Our Performance

Making recommendations for reducing waste to landfill

Analysing the data from sample venues, along with the results of an audit undertaken by the City during the Pan Pacific International Swimming Championships in July 2014, has resulted in a number of recommendations for increasing the amount of waste diverted from landfill. Some of these include:

• Waste management oversight by a single entity per venue for better coordination and responsibility.

• Improved labeling and signage on bins to enable greater separation of recycling, particularly for international visitors.

• Consistent packaging across food and beverage outlets.

• Options for greater separation and processing of recyclables and food waste on or near site.

New GOLDOC headquarters provides sustainable opportunities

The redevelopment of our new GHQ provides an opportunity for GOLDOC to be able to control and implement new waste management practices. At our previous location we were constrained by the landlord’s waste practices and were unable to measure our waste output. However, the new location affords GOLDOC an opportunity to manage its own waste streams, and we intend to introduce a number of separate streams over the coming year and to measure output.

New actions identified for the coming year

A key action for the coming year will be the appointment of GOLDOC’s Cleaning and Waste Manager with specialised knowledge and experience in Games waste management. The Manager will develop GC2018 waste diversion strategies and will also assist in the implementation of multiple waste streams within the organisation. Monitoring, measuring and educating around waste management practices will be a key component of this work.
4. Our Performance

4.5 Transport

Spectators attend GC2018 using public and active transport as the primary modes of transport

A successful transport operation is critical to the success of any major sporting event. Athletes, team officials, technical officials, media, spectators and workforce must arrive in a timely and organised fashion. The overall transport task during GC2018 requires GOLDOC, the Queensland Department of Transport and Main Roads (TMR) and the City to work together to plan and deliver an integrated transport service.

Transport for GC2018 is divided into two categories:

- ‘Public domain’ transport which provides services for spectators and GC2018 workforce, as well as keeping the City’s usual traffic moving.
- ‘Games Family’ transport which provides services for athletes, team officials, technical officials, accredited media and other GC2018 officials (collectively referred to as ‘Games Family’).

Highlights

- Extensive community engagement and consultation.
- Development and release of the Transport Strategic Plan in association with Games partners.
- Setting of a GC2018 transport target.
4. Our Performance

Preparing for the delivery of excellent transport services

Delivering transport services for any major event is a challenging and significant task and requires long lead times and in-depth strategic planning. The Transport FA was therefore one of the earliest functional areas to be created within GOLDOC.

One of the first critical pieces developed for GC2018 was the Transport Strategic Plan which was developed as a combined effort with our Games partners, the State (through TMR) and the City. TMR and the City are primarily responsible for public domain transport while GOLDOC is primarily responsible for Games Family transport. However, all parties will work very closely together to deliver a seamless and integrated transport experience.

An extensive consultation process with community, local businesses and other interested stakeholders has informed the development of the Transport Strategic Plan which is published on the GC2018 website.

Event travel behaviour

Initial information around spectator event transport use was captured from a sample event held at the Gold Coast Aquatic Centre during the reporting period via survey of attendees. Public and active transport modes for this event only accounted for around a third or so of spectator travel, whilst private car use appeared to be the main transport choice for spectators at this event. Whilst a challenge for event organisers, this also presents a great opportunity to provide a positive public transport experience that may encourage better long-term outcomes.

GC2018 Transport target

During the reporting period a transport target was developed – that 80% of spectators will attend GC2018 via public and active transport. This is a challenging target, given sample public transport behaviour information. Over the coming year, the Transport FA will work closely with the Games partners to develop operational plans to achieve this target.
4. Our Performance

Appointment of key staff

During the reporting period, two key staff appointments occurred. They were the appointment of the Manager Fleet and the Manager Bus Systems. These positions are responsible for the scoping and sourcing of vehicles, which will impact the GC2018 emissions profile. These positions will undertake scoping activities from mid-late 2015 to understand current market capabilities, along with scheduling and testing scenarios to minimise dead running times and increase transport system efficiencies.

Making informed choices about travel to work

As mentioned earlier, GOLDOC commenced work on its corporate Workplace Travel Plan (WTP) this year. Our WTP will help staff make informed choices about how they travel to GHQ and support those who choose active, public and shared transport modes as part of their daily commute. During GC2018, changes to the Gold Coast’s transport network will make it difficult to access GHQ by private car. Our peak Games-time workforce will also outnumber available onsite parking by almost 3:1. Our WTP will be developed to help prepare staff for these challenges.

The pre-Games WTP also forms part of GOLDOC’s strategy to create a healthy and productive working environment. In order to encourage staff engagement with active travel options GOLDOC is participating in voluntary challenges such as the City of Gold Coast’s ‘Love to Ride’ challenge.

New actions identified for the coming year

The year ahead will be a busy one for Transport. Some of the key focus areas will include development of detailed operational plans around Games Family and Workforce transport, development and implementation of GOLDOC’s WTP, development of a Personalised Travel Planning Program for staff (with the assistance of the City) and a site audit of GHQ to determine the full extent and capacity of public and active transport facilities and services.
4. Our Performance

4.6 Local Communities

The needs and expectations of the community are understood and considered

GC2018 will impact the local community in a number of ways. It is the largest event held in Australia this decade and the largest ever held in the City of Gold Coast and in Queensland. Given that the event will impact the community to such an extent, it is important that community expectations and needs are understood and managed.

GOLDOC has undertaken, and continues to undertake, extensive community engagement in a breadth of activities.

**Highlights**

- First party conformity to ISO 20121.
- Annual Sustainability Stakeholder Forum conducted in March 2015.
- Schools Connect program engages with local school children and facilitates engagement with other Commonwealth nations.
- Extensive community consultation in development of GC2018 Brand Personality.
4. Our Performance

ISO 20121 Sustainable event management systems

It is important to understand the community issues that will impact and enable successful event delivery. In the implementation of ISO 20121, community engagement is recognised as an important and essential part of delivering a sustainable event. A detailed description of our stakeholder engagement process can be found in the ‘Our Stakeholders’ section of this report. GOLDOC was successful in attaining first party conformity to the ISO20121 standard in June 2015.

Annual Sustainability Forum

As described earlier in this report, GOLDOC has been holding its Sustainability Forum annually since March 2014. This is a great opportunity to gather together Games partners, community groups, other event organisations, venue owners and other interested stakeholders to discuss sustainability as it relates to GC2018 and to identify community expectations and issues. GOLDOC has used an independent facilitator to assist in this process.

As part of this Forum, issues and concerns are raised through small group workshops on sustainability issues that have also included SWOT (strengths, weaknesses, opportunities, threats) and PESTLE (political, economic, social, technical, legal, environmental) analyses. As a group, stakeholders then identify those issues over which GOLDOC has control or influence, and their relative impact and importance. This has been a very useful process to inform our sustainability work and to ensure that community needs are being incorporated into our planning and delivery processes.

Outside of this forum, stakeholders are encouraged to continue to contact us through other avenues of communication, including our dedicated email address: sustainability@goldoc.com

Disruptions to local community

A significant body of work is required to prepare Gold Coast and Queensland residents and businesses for the temporary impacts associated with delivery of GC2018. This specific body of work is referred to as a ‘readiness’ program and comprises both direct and indirect stakeholder communication and engagement supported by events, marketing collateral, one-on-one or small group engagement and mass communication activities.

Development of the readiness program will be a key focus in the next reporting period. The City and State will lead this important piece of work and GOLDOC through its City Operations FA works closely with these partners to liaise with communities impacted by GC2018.
4. Our Performance

Schools Connect

In June 2015 GOLDOC launched a key community relations initiative – GC2018 Gold Coast Schools Connect. The program aims to engage and connect with schools on the Gold Coast ensuring the Gold Coast School community is informed, excited, enthusiastic and involved in GC2018. Specifically, it includes each school ‘adopting’ a Commonwealth nation or territory and receiving in turn the opportunity to connect with a Commonwealth Games Association (CGA) and a school in their ‘adopted’ country.

112 primary and secondary schools were welcomed to GC2018 Gold Coast Schools Connect by the Minister for the Commonwealth Games, Deputy City of Gold Coast Mayor and GOLDOC Chairman at a function at Carrara Stadium on Tuesday 9 June 2015. Since launching the program, four schools have received visits from the CGA of their adopted nation or territory. More than 15 schools to date have been connected with a school in their adopted nation or territory.

Developing our distinctive brand identity

In late 2014 GOLDOC embarked on a journey with our Games partners to define our brand identity; an identity that was unique to GC2018 and to this distinctive and beautiful location.

In developing the strategy for the brand identity, GOLDOC undertook a thorough and extensive process of consultation and review, speaking with a range of groups such as sporting teams, athletes, schools, teachers, university students, local businesses and those in the hinterland areas.

Two recurring and underlying themes were:

- Place: The Gold Coast is unique, special, and full of natural beauty, a perfect backdrop for GC2018 and a wonderful place to visit.
- People: Locals are friendly, welcoming, egalitarian and living a dream lifestyle.
4. Our Performance

All of this research was further distilled into five key areas of importance which are underpinned by sustainability in the true sense of the word:

- **Great Games**
  - Sports profile and engagement
  - Arts and Cultural program
  - Logistics and transport
  - Volunteers and ambassadors contributing to GC2018 and beyond

- **Place**
  - Natural assets
  - Fun and relaxation
    - Discover the ‘locals’ Gold Coast
  - World class tourism destination

- **Activation**
  - Residents / Community
  - Volunteers
  - Athletes
  - Businesses

- **Legacy**
  - Growth of Queensland’s business and economy through innovation infrastructure
    - Build and profile major events expertise
  - Leadership in sustainability
  - Economic and social benefit for Aboriginal and Torres Strait Islander people

- **Transformation**
  - Change perceptions of the Gold Coast
  - Growth of the Gold Coast: diversity and depth
  - Civic Pride: Unity across the Gold Coast
  - Service delivery transformation

Like a golden thread running through all of our programs, from the Ceremonies to the design of the Queen’s Baton, the brand identity will be consistently applied and represented, to ensure uniformity and embody the community’s aspirations and expectations for GC2018.

**New actions identified for the coming year**

An increased level of community engagement will take place throughout the coming years as we move towards operational planning. The level of intensity is expected to increase as GC2018 approaches. The next annual Sustainability Forum will take place in April 2016 and the Sustainability FA will appoint a Marketing and Communications Manager to its team mid-way through the next reporting period to facilitate a greater level of interaction with stakeholders.
4.7 Inclusivity

Everyone has the opportunity to participate in GC2018

There are many ways to participate in the GC2018 experience. The bid to host GC2018 included a commitment by all Games partners to be totally inclusive of all participants. This means enabling all interested parties to participate without fear of discrimination regardless of age, gender or ability; to be free from barriers, physical or otherwise; to be kept well informed through appropriate communications and media channels.

Highlights

• Announcement of the development of the GC2018 Reconciliation Action Plan.
• Early planning and engagement around Accessibility.
4. Our Performance

Announcement of the development of the GC2018 Reconciliation Action Plan (RAP)

GC2018 provides a significant opportunity to recognise Indigenous culture and to respect the Traditional Custodians of the land, the Yugambeh Language Group People of the Gold Coast, along with the Traditional Custodians of the cities of Brisbane, Cairns and Townsville where GC2018 events will be held.

The intent to develop a RAP for GC2018 was launched by the Queensland Minister for Aboriginal and Torres Strait Islander Partnerships as part of the launch of National Reconciliation Week on 27 May 2015.

The GC2018 RAP will be the first of its kind delivered by a major event in Australia and the first in Commonwealth Games history. Through the development of the RAP, it is intended that GC2018 will celebrate the extensive Indigenous heritage and culture of the Gold Coast, Queensland and Australia and leverage economic and social benefits for Aboriginal and Torres Strait Islander (ATSI) people. The RAP will outline objectives across areas such as employment, procurement, cuisine, language and cultural awareness.

Establishment of the Elders Advisory Group and the GC2018 Indigenous Working Group

Games partners are working with Reconciliation Australia, the Department of Aboriginal and Torres Strait Islander Partnerships and other key stakeholders to develop the GC2018 RAP. Consultation with the Traditional Owners plays an integral role in the development of the RAP.

An Elders Advisory Group was established by GOLDOC in early 2015, comprising representation from Traditional Custodians of the Yugambeh Language Group People of the Gold Coast. This group will guide the development and protocol of the GC2018 RAP as it relates to the Gold Coast region and is supported by the Indigenous Working Group (IWG).

The IWG comprises representation from organisations across the ATSI community including service providers and traditional custodians, along with a cross-section of government and other stakeholders who will ensure that the intent of the RAP is incorporated across GOLDOC and its Games partners and embedded within our ways of working.
4. Our Performance

Creating an accessible and inclusive GC2018

Delivering an accessible and inclusive GC2018 is a core commitment given by the Games partners. This means not only respecting the multi-cultural nature of this event, but also eliminating any physical or other barriers to a safe and dignified GC2018 experience. A number of initiatives are already underway to support this commitment as outlined below:

- The Queen’s Baton Relay (QBR) FA planning is well underway, with design and development of the Baton to take place during 2016. One of the ergonomic requirements of the Baton design includes consideration of alternatives for people with mobility constraints or physical impairments.
- The Transport team began to scope the local market in 2015 to gain an understanding of the market’s capacity to supply accessible fleet vehicles to meet GC2018 requirements.
- GOLDOC’s website has been designed with the aim of meeting Level AA of the Web Content Accessibility Guidelines Version 2.0.
- It is estimated that during GC2018, women will be competing in 48.5% of medal events, which is an increase over the Glasgow 2014 competition numbers (48.3%). The GC2018 para-sport competition is currently under review and yet to be finalised. However, once the para-sport competition has been confirmed, it is expected that the percentage of medal events for women athletes will be even closer to 50%.

New actions identified for the coming year

Over the coming year the RAP will be fully developed with endorsement and ratification by all parties expected before the end of the next reporting period. The para-sport competition and medal events will also be confirmed.

The work around accessibility will gather momentum in the coming year. GOLDOC will engage an expert Accessibility consultant to assist with the development of key pieces of work including venue planning for accessibility, establishment of a specific working group around inclusivity and accessibility and continued engagement with community and GC2018 partners. Policy and guideline development around accessibility will also be a key focus.
4. Our Performance

4.8 Legacy

GC2018 delivers positive legacies for the region

Events bring a variety of legacy opportunities to a city or region. They may be physical and tangible legacies, such as new infrastructure or equipment, or intangible, such as education and behaviour change. Events also connect people from different social or interest groups who may not have had the opportunity to interact before. This cross-pollination of ideas and knowledge transfer can lead to innovative ideas and influence long term behavioural, social, cultural, institutional and technological change. The impacts on the reputation of a city or region may also drive significant and long-lasting benefits.

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**Highlights**

- Development of the Embracing 2018 Strategy.
- FA planning addresses sustainability and legacy considerations.
- Sustainable supply chain practices.
Embracing Our Games Legacy: Queensland’s legacy for the Gold Coast 2018 Commonwealth Games

The legacies left by GC2018 are incredibly important and will define the success of the event in years to come. The development of the legacy strategy, Embracing Our Games Legacy (Strategy), has been led by the State government in conjunction with the City of Gold Coast.

The objectives of the Strategy are to:

• Demonstrate Queensland’s ability to stage a successful, inspiring and memorable international event.
• Leverage the Commonwealth Games to derive economic benefits and develop local business and workforce capability.
• Maximise long-term community, sport and health benefits from GC2018.
• Strengthen Queensland as Australia’s premier tourism destination.

The State releases an annual action plan to outline the programs of work that will support delivery of the strategy. The 2014 Action Plan was published during the reporting period.

GOLDOC will align its delivery objectives with this strategy wherever possible and look for opportunities to enable positive legacies to be leveraged from the GC2018 event.

FA planning addresses sustainability and legacy

All FA’s were required to incorporate sustainability and legacy considerations into FA planning documentation during the reporting period. This early planning will be further cemented into operational planning and delivery as we progress towards 2018.

Educating suppliers about sustainable procurement practices

GOLDOC and its GC2018 delivery partners developed the GC2018 Sustainable Goods and Services Guidelines as an initial educational piece to communicate to potential suppliers the importance of sustainability to GC2018 and to provide information around ways to contribute to our goal to deliver a sustainable event. The material covers best practice standards in the area of sustainable procurement and supply chain management. It also provides an overview of what is expected of suppliers who will tender for GC2018 supply contracts. A key soft legacy for GC2018 is to aim to build local market capacity in the area of sustainable supply chain management.
4. Our Performance

Use of existing infrastructure

As previously referred to, the construction and redevelopment of the venues required to support GC2018 events is being undertaken by the State (through DSD). The City of Gold Coast is a regional Australian city and it was therefore determined during the Bid process that the development of infrastructure had to take place on a scale that was suitable to a city of this size i.e. it was considered extremely important that no ‘white elephants’ were left behind. Construction on too great a scale would be too expensive to maintain and operate and would not be considered a sustainable outcome.

Wherever possible, existing venues will be used for the events, with modifications or upgrades where required. There will however be three brand new builds, one of which is the cycling velodrome, which will be built in the nearest capital city Brisbane; a city better placed to support a venue of this size. All venues have been designed to be fit for purpose to support the needs of the community and to leave a valuable lasting legacy.

The construction program is well underway, with the Gold Coast Aquatic Centre completed in July 2014 in time to host the Pan Pacific International Swimming Championship, ensuring City legacy is delivered well in advance of 2018.

Investing in the Gold Coast Health and Knowledge Precinct

Work has continued on the design and construction of the Commonwealth Games Village (CGV) which will house around 6,500 athletes and technical officials, including para-sport athletes. The development is part of a public-private partnership between the State and a private developer, and in legacy mode will become the residential and commercial centre of the Gold Coast Health and Knowledge Precinct. The construction of the CGV will be a significant economic driver for the Gold Coast and create an estimated 1,500 jobs during its design and construction.

The development incorporates design principles that aim to achieve energy and water efficiency initiatives as well as a reduction in natural resource consumption.

It will incorporate 1252 permanent dwellings comprised of 1170 apartments and 82 townhouses that will provide accommodation and services to the athletes and officials during GC2018. The dwellings aim to achieve a Liveable Housing Design certification. The Livable Housing Design Guidelines provide a nationally-consistent, inexpensive and practical set of principles that make homes safer, more comfortable and easier to access for people of all ages and abilities.
4. Our Performance

Increasing staff understanding of sustainable development principles

GOLDOC aspires to leave a legacy for our staff of greater knowledge and understanding of sustainability principles and applications. GOLDOC routinely conducts internal sustainability awareness raising activities to empower and equip our staff with the knowledge required to integrate sustainability into their daily GC2018 planning and delivery activities and day-to-day life.

Activities include regular presentations at staff meetings, regular newsletter articles and a sustainability presentation as a core element of staff inductions. By the end of the reporting period, approximately 90% of staff had undertaken sustainability training as part of the induction process.

Working towards a GHQ Green Star rating

GOLDOC is working towards a 4 Star Green Star Interiors rating for our GHQ fit-out. Aside from the core work required to achieve the Green Star rating, we are also working towards several innovation points for the tenancy. This includes a number of behaviour change initiatives designed to get our staff moving around the office and to encourage active and public transport use. If we are successful in achieving this rating, GOLDOC will leave behind an interior fit out designed to maximise the health, safety and comfort for current staff and any future tenants.

New actions identified for the coming year

Over the coming year, legacy planning will continue to progress at a rapid pace. The Games partners will work together to align opportunities with the Embracing 2018 Strategy and to identify further legacy opportunities from GC2018 operational planning. Continued engagement with FA’s and Games partners will be an essential part of this process.
Appendix A
### 5. Appendix A – GRI Index

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Cont.
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6. Contacts

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Feedback
GOLDOC is interested in hearing your feedback on its Sustainability Report 2014-15. Please provide any feedback via email: sustainability@goldoc.com