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A message from our Chairman

Joining the Board of the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) in May 2016 as Chairman, I have had the honour and opportunity to understand this organisation’s approach to delivering the Gold Coast 2018 Commonwealth Games (GC2018) in a way that goes beyond simply delivering an event, but to maximizing the potential legacies that an event of this nature can bring to a region.

GOLDOC is setting the bar high in its delivery of initiatives in sustainability, accessibility and legacy, with a committed team of employees who consider the economic, environmental and social impacts of the decisions they make and plan accordingly.

The strong partnership between GOLDOC and its key partners, the Australian Federal Government, Queensland State Government (State), City of Gold Coast (City), Commonwealth Games Australia and the Commonwealth Games Federation (CGF), is fundamental to the success of GC2018 and the longer term legacy that it will leave.

Our team, with the support of GOLDOC’s key partners, is demonstrating the practical application of sustainability in an event planning context, continually identifying opportunities to manage the impacts of GC2018 and improve long term outcomes, generating consistent and significant benefits for our local community; which is something we are extremely proud of.

This commitment to creating community value from the Games provides an example to the global community of the role that major events such as GC2018 can play in supporting improvements in sustainability and leading positive change.

As we get closer to April 4, 2018, I am confident that we will deliver a memorable Games that is grounded in sustainable practices and provides the opportunity for everyone to share the GC2018 journey with us.

Peter Beattie
Chairman
A message from our Chief Executive Officer

Since presenting our first Sustainability Report last year, the GOLDOC team has demonstrated its ongoing commitment to showing leadership in sustainability.

In our previous report, we took the opportunity to outline the extensive work that has gone into establishing strong, collaborative systems and policies to integrate sustainability into the planning and delivery of GC2018. Over the last year we have built on this foundation, with the GOLDOC team clearly showing how passionate they are about ensuring the delivery of a sustainable GC2018 to meet the commitment set out in the Bid.

Our team of over 40 Functional Areas (FAs) has risen to the challenge and taken every opportunity to develop the operational processes required to ensure positive sustainability and legacy outcomes of this great event. These FAs are the driving force behind GOLDOC’s sustainability efforts, and I am very proud of the way in which our organisation has integrated considerations for economic, environmental, social and community legacies into all aspects of preparations and planning.

GOLDOC can only deliver an event of this scale with the support of our key delivery partners. As our Chairman has already acknowledged, our Games partners have been integral to our planning and have supported our sustainability priorities, key legacy aspirations and have contributed a great deal of expertise and knowledge that is crucial to our team’s understanding of how GC2018 can be delivered sustainably in the local context.

Countless great sustainability initiatives have taken place across our organisation this year which are detailed within this report. Some notable achievements include:

• The announcement of the largest ever integrated para-sport program for a Commonwealth Games, including an equal number of medal events for men and women, demonstrating our commitment to an inclusive GC2018.
• The continued development of the GC2018 Reconciliation Action Plan.
• Release of the GC2018 Food Experience, setting out benchmark and aspirational standards for healthy, locally sourced, inclusive and ethical food and beverage options across all GC2018 venues.

• Release of GOLDOC’s Sustainable Sourcing Code and Materials and Packaging Policy, providing clear guidelines for all GC2018 suppliers to procure goods sustainably, ethically and with consideration for the full lifecycle of all products brought into GC2018 venues.


This report is not only a statement of GOLDOC’s commitment to sustainability, but reflects the consolidated efforts of all GOLDOC staff, as well as our GC2018 partners and stakeholders, to deliver a sustainable GC2018 with great legacy outcomes.

Mark Peters
Chief Executive Officer
10 SPONSORS

70 COMMONWEALTH nations and territories

18 SPORTS incorporating 7 PARA SPORTS

13 interns

294 staff members

1 Reconciliation ACTION PLAN

300 para-athletes

2.1 billion cumulative global TV audience

1.2 million tickets
1.0 Introduction
1. Introduction

This is the second Sustainability Report (Report) to be published for the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) and covers the reporting period from 1 July 2015 to 30 June 2016. GOLDOC’s first sustainability report (first report) for the 2014-15 financial year may be viewed on our website.

1.1 Report structure

As with our first report, this Report has been prepared using the Global Reporting Initiative (GRI) Framework G4 version, including the Event Organiser Sector Supplement (EOSS). The first part of this Report will focus on the General Standard Disclosures required under the GRI. The second part of this Report will focus on the material impacts identified for GC2018, including GRI Specific Standard Disclosures.

This Report will for the most part include only material changes that have occurred since our first report, particularly in the case of the General Standard Disclosures.

The Report scope will again be restricted largely to those areas over which GOLDOC has direct control, as defined in the first report.

This Report complements, and should be read in conjunction with, the information provided in GOLDOC’s Annual Report 2015-2016, which includes its financial statements and financial performance.
2.0
The GC2018 Event
Since publishing our first report, strategic planning has continued to advance and GOLDOC is now progressing through its operational planning phase and towards mobilisation.

Event planning has continued to focus on delivery of venues and venue planning, engagement with the Commonwealth countries through their Commonwealth Games Associations (CGAs) and all FAs have taken great strides in the planning and preparation needed for the successful delivery of a great event in April 2018.

2.1 Sport competition program

Beach Volleyball was added to the sport program during the reporting period, bringing the total number of competition sports to 18.

The para-sport program has also been extended, resulting in the largest integrated para-sport program in Commonwealth Games history.

The integrated GC2018 Sports Program now includes the following sports:
- Athletics
- Aquatics (Swimming and Diving)
- Badminton
- Basketball
- Beach Volleyball
- Boxing
- Cycling (Track, Road Race, Time Trial, Mountain Bike)
- Gymnastics (Artistic and Rhythmic)
- Hockey
- Lawn Bowls
- Netball
- Rugby Sevens
- Shooting
- Squash
- Table Tennis
- Triathlon
- Weightlifting (including Powerlifting)
- Wrestling
Beach Volleyball

GC2018 will be the first Commonwealth Games to include Beach Volleyball in its medal event program. The addition of Beach Volleyball will showcase the Gold Coast’s iconic beaches to a large global audience. It has also allowed for GC2018 to expand its range of competition venue locations to the far south of the Gold Coast, providing more widespread opportunities.

GOLDOC required special approval from the CGF to add Beach Volleyball as an additional sport, as GC2018 had already reached the maximum allocation of 17 sports.

With endorsement from the CGF, GOLDOC conducted an internal feasibility study on the inclusion of Beach Volleyball to the Sports program, to ascertain the most economically effective competition model and the most sustainable model of venue development and regional attraction beyond GC2018.

Through this feasibility study GOLDOC was able to consolidate its budget across all areas of operation and develop sustainable operational delivery plans which highlighted the potential for a positive economic impact on the community.

One of the many positives of the addition of Beach Volleyball is the range of nations that are likely to compete. There are a number of CGAs from Oceania, Caribbean and Africa that will be very competitive in this sport at GC2018.
2. The GC2018 Event

2.2 Para-sport program

As referred to earlier, GC2018 will host the largest para-sport program in Commonwealth Games history.

Manchester 2002 was the first Commonwealth Games to integrate para-sport events into their sport program. In the three Commonwealth Games that followed, the para-sport program has progressively grown, with high demand for more para-sport events from other athletes, CGAs, spectators and broadcast.

The Gold Coast bid for the 21st Commonwealth Games included a commitment to deliver the largest ever para-sport program. In 2013, when GOLDOC reviewed the options to expand this program there were four core sports available (Athletics, Swimming, Powerlifting and Lawn Bowls) and three optional sports (Track Cycling, Wheelchair Basketball and Table Tennis). A new optional sport of Para Triathlon was added in 2015.

GOLDOC conducted a detailed review of past Commonwealth Games para-sport programs and assessed world ranking data for each possible event to determine which para-sports had the highest number and greatest diversity of Commonwealth nations participating in world class competition. The aim was to ensure that at least four Commonwealth regions were represented per event.

The events put forward for consideration to the relevant International Federations (IFs) and the CGF were those that had the tightest competition and the most depth of elite participation in the Commonwealth. Consideration was also given to budget impacts and the ability for every event to be integrated into existing venues and the existing sports program.

The cornerstone of GOLDOC’s expanded para-sport program was the CGF’s decision to introduce an athlete allocation system. This system limits the number of athlete entries from each CGA, providing improved certainty around team sizes and ensuring only qualified athletes are eligible to compete. Clearer expectations around team sizes allowed GOLDOC to effectively ‘ring fence’ 300 athlete places for Elite Athletes with Disabilities (EADs), resulting in more than a 30% increase in participation from Glasgow 2014.

The table below illustrates the steady increase in para-sports events and competing athlete numbers over the three most recent Commonwealth Games.

<table>
<thead>
<tr>
<th>Host Games</th>
<th>Total EADs</th>
<th>Total events</th>
<th>Total sports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delhi 2010</td>
<td>70</td>
<td>15</td>
<td>4</td>
</tr>
<tr>
<td>Glasgow 2014</td>
<td>200</td>
<td>22</td>
<td>6</td>
</tr>
<tr>
<td>GC2018</td>
<td>300</td>
<td>38</td>
<td>7</td>
</tr>
</tbody>
</table>

Table 1: Elite Athletes with Disabilities (EADs) competing at the last three Commonwealth Games
The expanded para-sport program was announced by the CGF and GOLDOC in April 2016, marking the ‘two years to go’ milestone.

The fully integrated program includes an equal number of medal events for men and women.

The expected highlights of the program will be the T54 marathon and PT1 Triathlon which are both making their Commonwealth Games debut, with spectators able to view these events as the athletes race through the streets of the Gold Coast.

The aim of this expansion has been to foster inclusion and diversity through sport. It is anticipated that the program will provide a wider understanding about disability throughout communities from the Gold Coast, Queensland, Australia and the Commonwealth. For spectators, the integrated program will be simply fantastic sport.

The GC2018 Para-Sports Program now includes the following sports:

- Aquatics (Swimming)
- Athletics (Track and Field)
- Powerlifting
- Lawn Bowls
- Cycling (Track)
- Triathlon
- Table Tennis
2.3 Venues

The GC2018 venues program has changed to reflect the inclusion of Beach Volleyball. The Beach Volleyball competition will be held at the southern end of the Gold Coast at Queen Elizabeth Park on the Coolangatta beachfront (see Figure 1).

The approach to GC2018 venues has been to locate competition and training venues as close as possible to the Commonwealth Games Village (Village). This ensures a cost-effective, sustainable approach to the delivery of transport services for athletes, officials and spectators for the majority of sports. It also aims to minimise travel times for athletes to competition.

Some events however, will be held in other Queensland cities (Event Cities) (see Figure 1). Shooting and Cycling (Track) events will be held in Queensland’s capital city Brisbane, approximately 70 kilometres north of the Village. These two locations played host to the same sports during the Brisbane 1982 Commonwealth Games - the Track Cycling Velodrome has been rebuilt for GC2018 while the Belmont Shooting range has been upgraded. The preliminary matches of the men’s and women’s Basketball competition will be held in the regional Queensland cities of Cairns and Townsville, with regional athlete villages located in those cities.

The majority of training venues are located within a 20-minute drive of the Village, with some exceptions.
2.4 Key non-competition venues

There are a large number of venues that are not used for the GC2018 competition but nevertheless play a key role in the delivery of GC2018.

Key non-competition venues include:
- The Village, situated at Parklands which will provide accommodation for the majority of athletes and team officials
- The Main Media Centre (MMC) at the Gold Coast Convention and Exhibition Centre at Broadbeach which will be the main centre of activity for over 3,000 accredited media personnel
- The Games Family Hotel which will accommodate accredited Games Officials

Technical Officials will be accommodated at hotels located as near as possible to competition venues. Main transport centres such as Gold Coast International Airport, Brisbane International and Domestic Airports, Townsville Airport and Cairns Airport provide critical services for athlete and technical officials arrivals and departures.

Other important non-competition venues include operational support venues such as the Transport Coordination Centre (TCC) and the Games Operational Centre (GOC). Celebration Zones at Broadbeach and Surfers Paradise and other cultural activation sites will form part of the arts and culture festivities to complement the sports program.

2.5 Venue construction and operational planning

As advised in our first report, GOLDOC is not responsible for the construction of permanent venues or other supporting infrastructure. The construction program is led by the State through the Department of State Development (DSD) in conjunction with the City. GOLDOC does however provide input into the planning process on aspects such as field of play and other operational requirements.

GOLDOC has provided input into the design and construction of each GC2018 venue and the construction schedule is well under way, with two further venues completed and another two nearing-completion during the reporting period. GOLDOC also identifies opportunities through this process to advance aspects of the overlay works that will enhance the venue legacies and/or reduce the scale of GOLDOC’s overlay works during the overlay build period.
2. The GC2018 Event

2.5.1 Venue construction program

Village Roadshow Sound Stage 9

The Village Roadshow Oxenford Studios will host the Boxing, Table Tennis and Squash events. With the Squash competition originally intended to be housed in a temporary facility, it was decided that the funds for the temporary facility would be better served as contribution to a permanent 4000 square metre sound stage within the studio complex. This has resulted in a positive legacy for the City as it now offers the largest sound stage in the southern hemisphere.

The sound stage was completed in May 2016 and filming began shortly thereafter on the Marvel blockbuster Thor: Ragnarok, which will generate over $100 million into the Queensland economy and employ over 750 crew. The new sound stage will support economic development within the City for many years to come.

Broadbeach Bowls Club refurbishment

The Broadbeach Bowls club is an existing City venue which has undergone an extensive upgrade for GC2018. The venue now features four international competition standard Lawn Bowls greens, a modernised dining hall, meeting and office rooms, access ramps and accessible amenities, widened footpaths and a new commercial kitchen. The venue was completed in June 2016.

The venue will support both community use and elite athlete use. The venue has secured the hosting of the 2020 World Bowls Championships.
2. The GC2018 Event

2.5.2 Further contributions to venue legacy outcomes

**QLD State Velodrome**

The new Queensland State Velodrome is located alongside the Brisbane Super X BMX Track at Sleeman Sports Complex and will provide a new centre of excellence for track Cycling in Queensland. As Queensland’s first indoor Velodrome, this new world class facility will attract elite training squads and competition events which will further the development of Cycling in Queensland. The Velodrome’s in-field area also includes mixed-use sports courts that will provide for a range of additional sport and recreation uses.

The completed facility features permanent, international broadcast quality LED lighting. Ordinarily, a venue like the Velodrome would require GOLDOC’s overlay team to ‘bump-in’ additional sports and broadcast lighting to meet international broadcast standards. In the case of the Velodrome however, the decision was made in the design process to use the cost of the bump-in lighting to invest in a longer term legacy solution for the venue which resulted in the legacy lighting being upgraded from a metal halide solution to an LED solution, provided at a lighting level to meet the needs of GC2018.

LED lights have the following advantages over metal halides:

- Reduced glare for athletes and spectators with custom optics developed around the LED light source
- Cut energy consumption by up to 60 percent, thereby reducing running costs
- Deliver superior broadcast quality lighting without the “flicker” effect for slow motion replay
- Provide instant on/off capabilities to eliminate the time for the system to warm up before the output has reached full light levels
- Interface with DMX controls for special effects
- Reduced maintenance requirements over metal halides
- Offer dimming controls to tailor the light levels when full power of the system is not needed

This solution will enable GC2018 and future international competitions to be held at the Velodrome without the need to ‘bump-in’ additional lighting. Construction of this new facility is nearing completion and the facility is expected to be open to the public late 2016.
Utilities solution for Aquatics precinct

The precinct in which the GC2018 Aquatics venue is located will also host a number of other GC2018 competitions, such as the Triathlon and Marathon. The City also regularly uses this precinct for local events held within the City’s Broadwater Parklands.

Given the frequent use of the precinct, GOLDOC reallocated temporary overlay budget towards the installation of permanent bollards containing additional power and water connections. These will facilitate readily available utilities connections for event installations in the precinct surrounding the Gold Coast Aquatics Centre which will benefit not only GC2018 but also future events housed in the locality by the City.
2. The GC2018 Event

2.5.3 A sustainable Village

The development of the Village within the Gold Coast Health and Knowledge Precinct (GCHKP) is the primary GC2018 legacy project that will reshape the City’s economy. The $550 million Village will be a key development within the GCHKP, which also encompasses the recently constructed Gold Coast University Hospital, Griffith University, the Gold Coast Private Hospital, the Gold Coast Light Rail and major road upgrades.

The Village will be home to 6600 athletes and technical officials during GC2018 and is being built through a public/private partnership between the State and major development and construction company, Grocon. The Village is being constructed in accordance with Environmentally Sustainable Design (ESD) principles within four key parameters:

- Ecosystem Rehabilitation
- Sustainable Building Design
- Community and Liveability
- Construction Initiatives

The Village is due for completion in the next reporting period when a detailed report on sustainability outcomes will be issued. However, some of the key features of the project will include:

- A new seven-hectare public park
- The reinstatement of an important creek and flood plain
- Water Sensitive Urban Design
- A holistic approach to planning and design to reduce energy use through solar shading, building orientation, natural lighting and cross ventilation
- Water and energy efficient fixtures and appliances
- A new benchmark in amenity and equitable access
- Protection of wildlife and key wildlife corridors
- A focus on local industry participation
- Indigenous training, support and awareness programs

Grocon is targeting a 6 Star Green Star Communities rating (representing world leadership) and a 6 Leaf Envirodevelopment rating for the development.
2. The GC2018 Event

2.5.4 Venue Operational Planning

The Venue Operational Planning (VOP) process provides a baseline of integrated planning for the successful delivery of all GC2018 venues. One of the outcomes of this planning process is increased efficiencies through effective planning using economies of scale to manage space, furniture, fittings and equipment (FFE) and other shared services. This process creates consistency in planning across all competition and key non-competition venues with the aim to plan and document the GC2018 venue operations through a series of planning workshops.

This process enables FAs to come together as an integrated venue team and collaboratively consider the various operations required for the efficient conduct of a competition venue during the Games delivery period. The VOP process commenced with the launch of the Model Venue Exercise (MVE) which reviewed the Gold Coast Aquatic Centre in September 2015. The methods and procedures validated and proven during the 10 week MVE have then been applied to subsequent GC2018 venues (on a reduced scale) during the VOP process, that commenced in January 2016.
2.6 Mascot launch

Borobi – the Indigenous Yugambeh language word for ‘koala’ – will play a key role in welcoming the athletes of the world and bringing to life the true spirit of the Games. It is the first time a koala has been chosen as the mascot of a major Australian multisport event.

Inspired by a drawing by Brisbane school teacher Merrilyn Krohn, the winner of the GC2018 Mascot Design Competition, Borobi’s outgoing and positive personality will invite the world to Share the Dream of GC2018.

Borobi’s nationally televised arrival on the beach at Burleigh Heads in April 2016 marked exactly two years to go until the GC2018 Opening Ceremony. Adopting the Yugambeh word for ‘koala’ has proven to be an inspired choice for the already popular marsupial. Apart from the ability to support conservation and clearly reflect the local Aboriginal heritage, the name is distinct, memorable and offers a rich platform for deeper storytelling. The Indigenous artworks on Borobi’s paws, created by teenage Indigenous artist Chern’ee Sutton, are fascinating storytellers in themselves.

The choice of a koala as Mascot has helped raise awareness of the Koala’s plight in SEQ, and provided important education opportunities in habitat conservation and protection across national koala corridors.

Coinciding with the Mascot launch, the Games partners announced that proceeds from the sale of selected Borobi merchandise would be donated to the Currumbin Wildlife Hospital Foundation (CWHF) to help support koala rescue and conservation.

The CWHF treats an average of 300 koalas annually, but also manages programs which include research into prevention of koala diseases and artificial insemination to manage genetic diversity of captive and wild koalas. It also manages the planting of many hectares and tens of thousands of eucalyptus trees for koala feed.

The launch of the Mascot has prompted increased dialogue between special interest groups and local and State governments about the plight of the koala population in south-east Queensland (SEQ). Whilst the choice of the mascot has prompted greater dialogue and discussion in the community, GOLDOC’s level of influence over koala management programs for SEQ is very limited.

The Queensland Government through the Department of Environment and Heritage Protection (DEHP) is taking a leading role in the area of koala conservation. In May 2016, DEHP established a panel of experts to explore ways to better protect koalas following a report that koala populations are continuing to decline in the SEQ. The panel has been established to provide clear and independent advice on koala conservation measures. A community consultation process will form part of this review, and the report is expected to be published in 2017.
2. The GC2018 Event

2.7 GC2018 Sponsor Family

In August 2015, GOLDOC welcomed its first tier one sponsor, with Jupiters Gold Coast\(^1\) coming on board as the inaugural member of the GC2018 Sponsor Family. This appointment was closely followed by Griffith University coming aboard as the Official University Partner and TAFE Queensland as the Official Volunteer Training Partner.

A total of ten sponsors joined the GC2018 Sponsor Family by the end of the reporting period, placing GC2018 in a positive position and exceeding any previous Commonwealth Games at the same point in its program.

GOLDOC will closely collaborate with the GC2018 Sponsor Family through the sustainability program in a variety of ways. The sustainability team present the GC2018 Sustainability Priorities at all sponsor induction meetings and are developing a sustainability sponsor guidance document. Sponsors also participated in this year’s Annual Sustainability Forum and those that attended reported positive feedback and identified further opportunities for collaboration.

In the coming year we look forward to highlighting the important contribution that the GC2018 Sponsor Family will make to positive sustainability outcomes.

\(^1\) Now known as The Star Gold Coast
GC2018/Griffith University Scholarship program

GC2018 is the first Commonwealth Games to include a university as a sponsor partner. As part of this sponsorship, Griffith University (Griffith) and GOLDOC have developed a program that will provide extensive and varied opportunities for university students.

A scholarship program will be offered to seven students undertaking study or research in a sport or event related area. Each scholarship will include full tuition, full board and lodging and a contribution towards education expenses worth up to A$70,000. Students from all nations and territories of the Commonwealth may apply.

Students will need to meet standards in academic excellence and criteria for sport participation and achievement, leadership and community engagement and equity. Students will be able to apply for two categories of scholarship. The first category encourages broader sporting or event related study and the second category will be exclusive to elite athletes in recognition of their sporting excellence and in a study area of their choice.

“These scholarships represent a very tangible opportunity to realise long lasting legacies around Commonwealth citizenship and key transformational principles underpinning the Commonwealth Games. Students and the university community will take from this partnership very unique experiences and gain valuable capabilities in diverse areas of sport and major event management.”

David Grevemberg,
CEO, Commonwealth Games Federation

“This is the first time in the history of the Commonwealth Games that such a program has been implemented and we are very proud to be at the helm of such a rewarding opportunity that will drive very real benefits for the students as they study and then embark on careers in the sporting and events field.”

Mark Peters
CEO, GOLDOC
2. The GC2018 Event

2.8 The Queen’s Baton Relay

The Queen’s Baton Relay (QBR) has been a traditional curtain-raiser to the Commonwealth Games since the 1958 Games in Cardiff, Wales. The Queen’s Baton carries a message from Her Majesty the Queen, through 70 nations and territories as a call to the Commonwealth to come together in friendly competition at the Games.

It is the vision of the 21st Commonwealth Games to stage a great QBR that embraces the Commonwealth’s diversity, ignites community pride and excites the Commonwealth about GC2018. Delivering a sustainable QBR is at the core of this vision.

The QBR will commence on Commonwealth Day 2017, leaving Buckingham Palace on the first leg of its journey to the African continent. The Baton will carry a message from the Queen which will be read at the Opening Ceremony on 4 April 2018.

The Baton will travel approximately 230,000 km throughout the world over a 388-day period, with the last 100 days of that journey spent touring Australia.
3.0 Our Operating Environment
3.1 Governance structure

A number of changes to our governance structure took place during the reporting period.

3.1.1 Commonwealth Games Federation

In September 2015, Scotland’s Louise Martin was elected president of the CGF, replacing incumbent Prince Imran, becoming the organisation’s first female leader in its 85-year history.

3.1.2 Ministerial appointment

Following a Cabinet reshuffle in December 2015, a new Queensland government Minister, the Honourable Stirling Hinchliffe MP, was appointed to administer the Commonwealth Games and Transport portfolios.

3.1.3 Board appointments

In May 2016, GOLDOC welcomed the appointment of its new Chair, the Hon. Peter Beattie AC, former Premier of Queensland. Mr. Beattie brings a wealth of experience and enthusiasm to the role. His skills and experience will prove invaluable as GOLDOC embarks on the final stage of its journey to GC2018.

GOLDOC also acknowledges the important contribution of former Chairman Nigel Chamier AM whose enthusiasm, knowledge and unwavering support made an indelible mark on GC2018 with particular focus on the timely delivery of the infrastructure and venue development programs.

Other changes to GOLDOC’s Board during the reporting period resulted in the appointment of 9 Board members at a ratio of 7 males:2 females.

More information on GOLDOC’s Board and governance structure can be found in the Annual Report 2015-16.

3.1.4 Divisional changes

A new Strategic Engagement Division was established during the reporting period. This Division is responsible for strategic engagement with a variety of community groups, government departments, corporate partners and other key stakeholders upon whom the ultimate success of GC2018 depends.

The team positively promotes GC2018 through the media, along with other communication channels to ensure maximum awareness and engagement of GC2018 for the enjoyment of people, not only in Queensland or Australia, but the Commonwealth as a whole. The delivery of the Queen’s Baton Relay will be key to inspiring engagement across the Commonwealth, with the Strategic Engagement Division responsible for this important element of GC2018.
3.2 Our people

3.2.1 Staff changes

Many new key staff have filled important positions that continue to drive progress as we move towards mobilisation and delivery.

A number of key FAs and program areas were activated during the reporting period including Ceremonies, Integrated Planning, Command Coordination and Communication and Work, Health and Safety to name a few. Recruitment has taken place within virtually every FA over the last year and staff numbers are expected to more than double each year to 2018.

By the end of the 2015-16 financial year, GOLDOC had a total of 294 employees, refer to Figure 2 and Figure 3. This data indicates that the majority of GOLDOC employees are in full-time employment and largely sit within the 31-49-year age bracket. The majority of employees under 30 are female, whilst males over 50 years of age outnumber females over 50 years by a ratio of 2:1.

There were no formal trade union agreements entered into in the reporting period, although negotiations are underway with respect to a collective bargaining agreement for staff.

Figure 2: GOLDOC employees by age and gender as at 30 June 2016

Figure 3: GOLDOC employees by employment type and gender as at 30 June 2016
3. Our Operating Environment

3.2.2 Training and development

A wide range of training and development initiatives took place over the reporting period. Some of these addressed generic skills such as leadership and professional development, with other types of training being more role specific.

Over 850 hours of training was undertaken by staff during the reporting period, including:

- Compliance training (mandatory training required for GOLDOC staff to meet legislative and role requirements)
- Cultural awareness training aimed at increasing knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements
- Professional Development training
- Leadership Development training
- Accessibility training

A Manager of Organisational Development was appointed during the year whose responsibilities include the management of the training program for GOLDOC staff.

3.2.3 GC2018/Griffith University Internship program

Through GOLDOC’s relationship with Griffith University, GC2018 presents a unique opportunity for Griffith University students to get first-hand experience working on a major international event. The Internship program was launched during the reporting period, with 13 interns completing the program by the end of the period. The program has given Griffith students the opportunity to gain hands on experience in planning and delivering a mega multi-sport event to International Standards of best practice. Up to 250 students are expected to complete the program by the time GC2018 takes place.
Griffith University Internship program

The 12-week internship has turned into full-time employment for Griffith University student Adil Rachidi.

“This is something close to my heart to combine sport with engineering as it’s just what I love to do. When you arrive (at GOLDOC) you read the motto ‘Share the Dream’ and for me I’m really living a dream now – it’s amazing.”

Adil, who joined GOLDOC’s Engineering Services team, was the first Griffith student intern to be offered employment at GOLDOC. It’s more than an amazing opportunity for the Moroccan-born student, who has always dreamed of finding a career where he can combine his two passions of sport and engineering.

During his initial 12-week internship Adil was tasked with assisting in the development and coordination of overlay engineering work for venue overlay design, including mechanical, electrical and hydraulic load assessments. He also investigated design requirements for GOLDOC FAs and visited sites such as the new Velodrome in Chandler, Brisbane to view work in progress.

“It really is a once-in-a-generation opportunity to work on the Games and with people who have so much experience that I can learn from,” he said.

Adil’s employment offer highlights the extraordinary opportunities available to Griffith students through the University’s partnership with GC2018.

“As the leading and largest university at the Gold Coast, Griffith is dedicated to creating possibilities for our students and the community. This is a great example of how Griffith’s industry connections are successful in preparing students for the workforce and an amazing career.”

Professor Martin Betts
Griffith University Deputy Vice Chancellor (Engagement)

Adil Rachidi, former Intern and now GOLDOC employee
3. Our Operating Environment

3.3 Procurement

It was recognised early in the reporting period that the procurement of goods and services was gathering momentum as FAs were activated and staff numbers grew. The organisation was at a point where operational planning was at the fore and markets were being tested to see whether they could support the quantities of goods and services required.

A review of the organisation’s procurement process was undertaken to ensure that it was sufficiently resourced to deal with the increasing volume of procurements and the pressures ahead.

3.3.1 FA Restructure

The structure of the Procurement & Contract Management team has now been enhanced with the addition of the Head of Procurement & Contract Management along with a Strategy, Governance and Performance team. These new roles, combined with the recruitment of the full complement of experienced Category Managers and roll out of documented Procurement & Contract Management Procedures and templates, ensures procurement timeframes can be met across the required packages, while maintaining probity, accountability and transparency in procurement and contract management practices.

3.3.2 Development of new procedures

GOLDOC engaged the consultancy KPMG to assist in the development of comprehensive procurement & contract management procedures and templates. These procedures and templates assist in ensuring GOLDOC staff have a clear understanding of their roles and responsibilities in relation to procurement and contract management matters.

The procedures and templates instil a clear focus on ensuring stakeholder engagement occurs early in the procurement planning cycle to enable participation and input from key FAs such as Sustainability, Workplace Health and Safety, Logistics and Industrial Relations to ensure contracting is effective and provides value for money.

3.3.3 Appointment of Ceremonies provider

GOLDOC appointed the GC2018 Opening and Closing Ceremonies Provider in February 2016. The appointment followed a public expression of interest process which commenced in June 2015 to seek qualified and capable suppliers to shortlist to a closed tender process. This strategic contract was executed within the published timeframes.

This procurement process was questioned by unsuccessful tenderers and became the subject of a review by the Queensland Audit Office which subsequently found that there was no evidence to indicate that the tender process was not properly conducted.
3.3.4 Supply agreements

Over the reporting period, GOLDOC entered into over 800 supply agreements, as detailed below.

During this period, 98% of the contract value and 95% of the total contracts were local (being within Australia and New Zealand as defined in the Charter for Local Content).
3.4 Work Health and Safety

The Manager Health and Safety (WHS) was appointed in November 2015 to assist GOLDOC to deliver a safe GC2018 and to ensure that all WHS legislative requirements are met. Since appointment, the Manager WHS has reviewed and updated the WHS Policy, created a WHS Framework and developed supporting guidelines to assist FAs in identifying and meeting their WHS requirements.

GOLDOC has also established a WHS consultative process where all staff are encouraged to be responsible for their own WHS and to talk openly about WHS ideas and issues. WHS is an agenda item on all GOLDOC meetings, and where items require further action these can be escalated to the WHS committee, existing WHS governance committees or, where applicable, the Board.

WHS is also an integral consideration in all GC2018 venue planning to ensure that GOLDOC provides a safe environment for workforce and constituent groups. A WHS risk management approach has been developed that enables FAs to consider WHS risks in their planning and to ensure that appropriate controls that minimise these risks are reflected in their operational policies and procedures. These WHS risk assessments will be kept under review as GC2018 approaches to ensure that risks will be managed over this time.

WHS considerations and minimum requirements for contracts and tender documentation have been developed, and WHS advice is provided on the suitability of respondents regarding managing their own WHS. This ensures that organisations operating as part of GC2018 have the same WHS standards as GOLDOC to ensure a safe environment is maintained.

A selection of WHS reports have been developed that are provided routinely to GOLDOC’s Board to enable them to remain aware of their WHS responsibilities. These reports give an overview of WHS performance and development including reporting on various measures that provide a view of the WHS performance of the organisation. GOLDOC has also engaged with the WHS regulator, Workplace Health and Safety Queensland, to ensure that the organisation is working in a collaborative manner relating to WHS.

GOLDOC is committed to ensuring a safe working environment. To date, incidents have been restricted to slips, trips and falls as the level of activity within the organisation is predominantly office related. These minor incidents have not resulted in any lost time. Incidents are investigated to implement controls to prevent recurrence.

As preparations for the delivery of GC2018 progress, WHS will develop to support this. This will include the growth of a team to conduct WHS assurance activities on all GOLDOC operations to enable identification of hazards and the implementation of appropriate controls to minimise the risk. Training and induction materials will be developed to ensure that all GOLDOC workforce are aware of their WHS hazards and the controls they need to implement to maintain a safe working and injury free environment.

The WHS consultative approach developed and adopted by GOLDOC enables all workforce to be actively engaged in WHS. Where relevant, specific items are considered within the WHS committee that currently represents all areas within the organisation.
4.0

Our Performance
4. Our Performance

4.1 ISO 20121 conformity

During the reporting period, an audit of GOLDOC’s sustainability management system was undertaken by the Sustainable Event Alliance, resulting in GOLDOC achieving second party conformity to ISO20121.

The experience was invaluable and assisted the Sustainability team to gain greater and further understanding of the aims and application of the standard.

4.2 Annual Sustainability Forum

In March 2016, GOLDOC held its third Sustainability Forum, with over one hundred interested stakeholders in attendance. It is clear that as we approach GC2018, the interest of the local community and stakeholders has been increasing. Attendees included local special interest groups, representatives from our suppliers, sponsors, Games Partners, Sustainability Advisory Panel and GOLDOC staff.

The Forum included presentations from GOLDOC, the City and DEHP and covered topical issues such as waste management, accessibility, the GC2018 Reconciliation Action Plan (RAP) and the GC2018 Food Experience.

Attendees then broke into individual groups to further workshop material issues. The Forum was facilitated by Fiona Pelham, the Chair of the ISO20121 Committee, with the support of GOLDOC’s Sustainability team. Visual representations were captured by a local artist and a video was created to capture some of the highlights of the day.

One of the key outcomes of the day was the desire for the community to have more engagement with GOLDOC and for GOLDOC to share the story about the great initiatives taking place around GC2018.
When it came to the catering at our own Sustainability Forum in 2016 we wanted to literally put our money where our mouth was and collaborate with a local, passionate foodie to provide local nutritious, low fat, no sugar, gluten free, vegetarian, organic food for our guests. Working directly with local organic farmers an inspired menu was created called: “Eat like an athlete!” The guests loved it and it was a great example of the GC2018 Food Experience in action.
4. Our Performance

4.3 Review of material impacts

Our first report detailed the process involved in determining the material impacts of the event. Many of these were identified as we worked through the implementation of ISO 20121. GOLDOC engaged an external consultancy closely involved in the development of the ISO 20121 standard to conduct stakeholder workshops and to assist the sustainability team to identify the greatest economic, social and environmental impacts of the event that were within GOLDOC’s control or influence.

In accordance with the requirements of the ISO 20121 standard and the commitment to continual improvement, GOLDOC regularly reviews its material issues and impacts through a number of means.

As outlined in our first report they include:

- 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 legacy aspirations and intended outcomes
- Size of the economic, social or environmental impact
- The level of GOLDOC’s control or influence over those issues
4. Our Performance

Through this process, GOLDOC’s key Sustainability Priorities have been developed:

**VISION**
To show leadership in sustainability by delivering GC2018 to international standards of best practice, leaving positive economic, environmental, social and community legacies

**ENABLING FRAMEWORK**
ISO 20121 – Sustainable Events Management System
Global Reporting Initiative (GRI) reporting framework

<table>
<thead>
<tr>
<th>FOOD AND BEVERAGE:</th>
<th>INCLUSIVITY AND DIVERSITY:</th>
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<tbody>
<tr>
<td>To provide sustainable food and beverage options and reduce food packaging waste.</td>
<td>To stage an event that welcomed participation by people of every gender, race, socio-economic status, orientation or ability.</td>
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<tr>
<th>TRANSPORT:</th>
<th>SUSTAINABLE PROCUREMENT:</th>
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<tbody>
<tr>
<td>To encourage public and active transport as the primary modes of transport to GC2018 events.</td>
<td>To responsibly manage our supply chain and enhance our sustainability performance through sustainable sourcing and material selection practices.</td>
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<tr>
<th>ACCESSIBILITY:</th>
<th>ECONOMY AND COMMUNITY:</th>
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<tr>
<td>To eliminate barriers (physical or otherwise) to a safe, independent and dignified GC2018 experience.</td>
<td>To ensure the needs and expectations of the community are considered as well as legacy outcomes. To raise awareness, share knowledge and build capacity. To promote healthy and active living.</td>
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<tr>
<th>ENVIRONMENTAL IMPACTS:</th>
<th>WASTE:</th>
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<tr>
<td>To protect the health of our oceans and waterways by reducing use of pollutants such as plastic bags and helium balloons. Demonstrate environmental stewardship.</td>
<td>To reduce waste to landfill through innovative waste management practices and adopting the Waste and Recovery Hierarchy (avoid, reduce, reuse, recycle, recover, dispose).</td>
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Education and Communication
5.0

GC2018 Sustainability Priorities
5. GC2018 Sustainability Priorities

5.1 Food and Beverage

To provide sustainable food and beverage options and reduce food packaging waste

Over the course of the reporting period, GOLDOC worked closely with the City and the local food industry to develop the GC2018 Food Experience.

5.1.1 GC2018 Food Experience

GOLDOC’s ambition for GC2018 is to promote a festival of food and affirm a legacy of environmental integrity, economic resilience and social wellbeing for the local food industry and the surrounding regions.

The GC2018 Food Experience forms the basis for GOLDOC’s Catering FA to support and deliver the catering services across all GC2018 venues. The size and scale of catering required across all venues for all customer groups poses logistical and sourcing challenges. GOLDOC aims to source produce by working with both large and small scale suppliers, with the aim of achieving the highest standards across the entire regional food industry.

Australia’s reputation for its clean, green, innovative food has won many admirers around the world. There is a large and varied array of healthy food and drinks on offer within Queensland and surrounding areas, which currently supplies much of the requirements of the local population.

The opportunities to promote this produce are endless, from local seafood, pasture fed meats, native foods and boutique beers and wines, to the diversity of fruits and vegetables; GC2018 aspires to set the new benchmark in sustainable food and as such has set a variety of Benchmark and Aspirational standards that all caterers, suppliers and producers are encouraged to comply with.
5. GC2018 Sustainability Priorities

These standards are contained within the GC2018 Food Experience document referred to above and published on GOLDOC’s website. The GC2018 Food Experience:

• Showcases the richness of the Gold Coast, Queensland and Australian produce and cuisine;
• Promotes the use of Australia’s unique Indigenous food;
• Inspires healthier and more ethical eating habits;
• Showcases the regional produce and people who make our food;
• Encourages responsible consumption via controlled portion size to minimise food waste;
• Inspires innovation within the food industry, and
• Encourages greater use of plant-based, local and seasonal diets, reduced food waste and low food miles.

5.1.2 Catering Advisory Panel

In January 2016, GOLDOC in collaboration with the City, established the Catering Advisory Panel (CAP) with the aim of providing independent guidance, advice and support on the implementation of the GC2018 Food Experience. The CAP’s terms of reference include but are not limited to:

• The identification of opportunities and risks
• Review of the local catering environment
• Identification of current and future trends

Membership of the CAP includes GOLDOC’s Manager Catering, Cleaning and Waste, the City’s Senior Economic Development Officer for the Commonwealth Games, local chefs and food innovators, food nutritionists along with support from various State Government departments including DSD and Queensland Health.

The CAP explores all facets of food production from producers, suppliers, manufacturers and disposal facilities for packaging, food rescue and food waste.

Quarterly Food Famil’s are held where CAP members meet at various locations around the Gold Coast and surrounding regions to meet the locals working within the industry, sample Australian made products and disseminate information about GC2018 to help producers understand what is required of a GC2018 supplier.

5.1.3 A food legacy

At the forefront of the City’s approach to the development of the GC2018 Food Experience has been the long-term impacts and benefits to be derived for its local food producers, residents and visitors to this beautiful city.

This includes setting benchmark and aspirational standards for the local supply chain, showcasing the unique local food produce and producers, shortening traditionally long and inefficient food supply chains, reducing food wastage and improving the culture around food and consumption habits. It is anticipated that all of these efforts will contribute to a longer-term food tourism experience in the region.
5. GC2018 Sustainability Priorities

5.1.4 Materials and Packaging Policy

Packaging plays a crucial role in protecting manufactured products and perishable items. However, a significant proportion of packaging is over-specified and is often single-use only e.g. PET Bottles, over the counter food/beverage packaging and merchandise wrapping. GOLDOC’s approach is to avoid unnecessary packaging to reduce costs, demand for raw materials and carbon emissions.

The Materials and Packaging Policy is designed to provide suppliers to GOLDOC with a clear understanding of the materials and packaging that are acceptable to be brought into GC2018 Venues and provides guidance on the procedures in place to deal with non-compliant packaging materials.

The year ahead

A key development in the next reporting period will be the appointment of the GC2018 Master Caterer. The role of the Master Caterer will be to plan, deliver and manage all aspects of the catering services at GC2018 Venues. The Master Caterer will work closely with GOLDOC on a variety of issues including menu development, operational logistics, food service and safety and the application of the GC2018 Food Experience.
5.2 Transport

To encourage public and active transport as the primary modes of transport to GC2018 events

A successful transport operation is critical to the success of any major sporting event. With over 1.2 million spectator tickets available and over 50,000 workforce, contractors and volunteers travelling during GC2018 there will be significant demand on the transport system. The GC2018 transport task is broad, ranging from the development of a priority transport network for the Games Family (athletes and team officials, Games officials, accredited media and technical officials) to the delivery of a public transport system for spectators and workforce, while also ensuring that Gold Coast businesses can continue to operate as usual during GC2018.

GC2018 also provides an opportunity and a catalyst to bring forward infrastructure improvements and planning and service delivery modifications for the long-term benefit of the community.

5.2.1 Transport infrastructure upgrades

The Queensland State Government through the Department of Transport and Main Roads (TMR) are upgrading transport infrastructure to improve the capacity and reliability of the Gold Coast transport system. Significant upgrades are underway to the Pacific Motorway, arterial roads, heavy rail and light rail networks and active transport connections within the Gold Coast. These improvements will reduce congestion and benefit network reliability prior to, during and after GC2018.
5. GC2018 Sustainability Priorities

5.2.2 An efficient transport fleet

The fleet of vehicles required to transport athletes, technical officials and other members of the Games Family will impact the GC2018 carbon emissions profile. Over the reporting year, GOLDOC’s Fleet Manager has undertaken a thorough analysis of vehicle requirements to identify operational efficiencies.

GOLDOC’s approach to fleet management is two-fold:

1. To procure the lowest vehicle emissions fleet operationally possible;
2. To create operationally efficient fleet vehicle running schedules.

Factors considered in the analysis included:

- Average Australian vehicle emissions based on domestic standards and types of vehicles available in the Australian market
- Potential emissions caused by vehicle production and transport to Australia
- Potential ways to reduce vehicle numbers from baseline requirements
- Efficient use and scheduling of vehicles, with a focus on avoiding dead running time (i.e. where a vehicle is driven without a passenger, such as a return to base run following a drop-off)

In 2013, GOLDOC developed an initial estimate of fleet requirements using vehicle numbers and information from past Games and events. Those initial estimates identified the need for 1500 vehicles and 185,000 days of use, equating to approximately 945,000 litres of fuel consumed. This would have resulted in 2,430 tons of carbon emissions. GOLDOC’s Fleet team has since worked closely with FAs to gradually refine fleet requirements and reduce GOLDOC’s fleet carbon emissions. That work continued throughout 2015 and early 2016.

Fleet efficiency initiatives implemented during the reporting period include:

- Securing CGF approval to revise Games Family fleet service levels for GC2018. This allowed GOLDOC to re-allocate a number of vehicles from a dedicated personal car service to an on-demand taxi style transport system. This will deliver a number of efficiencies relevant to cost and reduce carbon emissions, as well as an improved experience for volunteer drivers by avoiding standby requirements
- Further refining FA requirements regarding vehicle types and days of use
- Based on this work, GOLDOC has been able to save approximately
  - 150 vehicles
  - 90,000 days of use
  - 255,000 litres of fuel
  - 666 tons of carbon

\(^2\) Carbon emissions calculated using the table sourced from BP
5.2.3 Developing strong partnerships

TMR, local councils in all event cities, transport operators and the Queensland Police Service (QPS) are working closely to develop coordinated transport solutions to support GC2018. Efficiencies developed through increased coordination of planning, delivery and operational activities have potential to provide long-term community benefits through streamlined processes, cost effective resourcing arrangements and effective incident management. Strong partnerships developed and further strengthened through GC2018 planning and delivery activities are facilitating long-term cooperative problem solving and efficient resolution of emerging issues.

The year ahead

Release of draft Transport Operational Plan

The Transport FA, along with its key transport partners, the City and TMR, will continue to develop the draft Transport Operational Plan (TOP) which is scheduled for release for public comment in late 2016. The TOP expands on the Transport Strategic Plan (TSP) and captures the detail developed throughout the operational planning phase\(^3\). All modes of transport, venue specific operations and planned transport infrastructure will be described in the Draft TOP.

Travel Demand Management

A comprehensive Travel Demand Management (TDM) program will influence travel behaviours in the lead up to and during GC2018 to ease the pressure on the transport system. Planning to date has included a focus on public and active transport, safety and efficiency, accessible transport connections and developing a lasting legacy.

The TDM program will promote public transport, telecommuting, active travel and travelling outside of peaks to reduce pressure on the transport system during GC2018. If permanently adopted, these changes could contribute ongoing benefits such as reduced congestion, better health and cleaner air for the region.

Enhanced transport planning information

New detailed transport models are being developed to simulate travel across the Gold Coast during GC2018. These models, and underlying data sets, will provide valuable insight into travel behaviour prior to, during and after GC2018. The models will inform future planning and prioritisation of network upgrades by TMR and the City to support future value-for-money investment decisions.

\(^3\) GOLDOC released the TSP in 2014 for public consultation. The TSP outlined at a strategic level how GOLDOC, TMR and the City would plan and deliver safe, secure, reliable and accessible transport to the Games Family, spectators and GC2018 workforce, while keeping the city moving.
5. GC2018 Sustainability Priorities

5.3 Accessibility, Inclusion and Diversity

To eliminate barriers (physical or otherwise) to a safe, independent and dignified GC2018 experience. To stage an event that welcomes participation by people of every gender, socio-economic status, orientation or ability

5.3.1 Breaking down barriers

To support the planning for an accessible GC2018, GOLDOC has engaged an accessibility specialist consultancy to work with the organisation to 2018 to deliver an equitable Games experience that removes barriers.

GOLDOC’s Accessibility, Diversity and Inclusion Policy was developed in February 2016. This Policy sets out GOLDOC’s overarching approach to delivering an event that is inclusive for all participants, including those with a disability. The Policy’s goal is to avoid all forms of discrimination and provides some key operational requirements to support the delivery of an accessible and inclusive event.

The GC2018 Accessibility Guidelines were also developed in February 2016. This is a technical document which addresses venue management, overlay and other operational issues. It has been developed to assist GOLDOC’s overlay team to eliminate physical and sensory barriers wherever possible, and has been shared with our GC2018 Partners to encourage a consistent and seamless GC2018 experience across the many different delivering parties.

Accessible communications are also a key focus for GC2018 and the gc2018.com website aims to conform to Level AA of the World Wide Web Consortium’s Web Content Accessibility Guidelines 2.0. In addition, guidance around appropriate terminology is under development and will be shared with our Games delivery partners to ensure consistent and effective communication.
5. GC2018 Sustainability Priorities

GOLDOC is also developing training and awareness materials to educate staff on accessibility issues. This material will also be adapted for volunteer training closer to the event. Around 20 staff undertook training on the production of accessible communications, delivered by Vision Australia.

A working group has been formed with membership from the GC2018 partnership. The members will work together to drive a consistent experience across all GC2018 activities.

5.3.2 VOP

A key component of the VOP process is an accessibility review and audit conducted for each venue. GOLDOC’s accredited access consultant reviews the venue CAD overlay designs for each of the GC2018 competition and key non-competition venues and provides advice relating to the appropriate treatments or services that can be offered at venues to enhance the overall Games experience for constituents with accessible needs.

The aim is to establish a seamless network of accessible developments where all participants are able to enjoy and participate in GC2018, that leaves a lasting legacy after the event. As part of each VOP Accessibility Review the accredited consultant conducts a tour of the venue followed by one on one sessions with the relevant GC2018 client group representative. A key output of the accessibility review is a report that provides venue relevant recommendations.

5.3.3 Para-sport program

As referred to earlier, the integrated para-sport program for GC2018 will be the most extensive in Commonwealth Games history. The announcement, made by the CGF and GOLDOC, coincided with the international Commonwealth Day celebrations held on 14 March 2016, and the launch of the 2016 theme of ‘An Inclusive Commonwealth’.

The GC2018 para-sport program was developed by the CGF and GOLDOC in consultation with the International Paralympic Committee and Commonwealth Games Australia to showcase the best para-sport in the Commonwealth.

Welcoming the announcement, CGF President Louise Martin CBE said:

"With the largest-ever number of para-sport events in Commonwealth sporting history, we are thrilled that Gold Coast 2018 will deliver an ambitious and welcome growth for the inclusive and integrated para-sport competition first presented at a Commonwealth Games in Manchester 2002.

This announcement to celebrate ‘An Inclusive Commonwealth’ ensures that the next edition of the Games will enable sports fans in Australia and across the world to support a record-breaking number of para-athletes at a Commonwealth Games."

Underpinning the new proposals, the sports program innovations in Transformation 2022, the CGF’s strategic plan, ensures that member associations are supported and subsidised to enable them to send larger para-sport teams to GC2018 than any other Commonwealth Games.
5.3.4 Commonwealth Games Village

The Village, which is situated within the Parklands redevelopment, incorporates 1,170 one and two bedroom apartments and 82 townhouses that will accommodate 6,600 athletes and team officials during GC2018.

All 1,170 apartments in the Parklands redevelopment will be built to Liveable Housing Design Gold Level status. The Queensland Government and a private developer have together raised the bar for the development and Parklands will now be an outstanding example of a modern, inclusive and accessible community through innovative, universal housing design.

Delivering liveable housing principles to gold level standard means the apartments will include design and access features to make them suitable for everyone, regardless of age, family needs or mobility.

This development is a pivotal project for GC2018 and will provide significant accommodation, retail and commercial opportunities for the Gold Coast Health and Knowledge Precinct and leave a lasting legacy for the Gold Coast.

Gold level certification builds on the seven core liveable design elements. Features will include, amongst other things, doors and corridors that are slightly wider making it easier to manoeuvre strollers about and general ease of movement within the home and improving access for people with mobility issues.

Townhouses at Parklands will achieve silver level access standards due to the internal design which has bedrooms on different levels to living areas, but will still achieve the seven core design features of Liveable Housing Design.
Accessible wayfinding

Accessibility is an important consideration for Hannah Walter, GOLDOC Manager of Look and Signage, in designing the approach to Look and Signage for GC2018.

“Every sign has to tick the boxes to ensure the signage system we develop is accessible to all users,” she said.

“We go through rigorous testing with colours, fonts, text heights and pictograms to develop a system which hits at the high end of all accessibility needs, including common colour blindness. Overall, we are really happy with the result of our work.

“Signage is never a stand-alone system. We always have volunteers to help people through venues and there is always consideration for the work other Functional Areas are doing to give spectators a positive experience, including just some simple common sense.”

One of the great initiatives of GC2018, given the size of the para-sport program, is the use of the new international symbol of accessibility.

“We wanted to utilise this more dynamic symbol with our stakeholders and show support for the accessibility community and our para-athletes, which is a great legacy for this community to lead the way forward,” she said.
5. GC2018 Sustainability Priorities

5.3.5 GC2018 RAP

An important and early identified opportunity for GC2018 was to ensure that this global event presented genuine and meaningful outcomes, including social and economic opportunities for Aboriginal and Torres Strait Islander people. As the first of its kind for a major Australian event and for a Commonwealth Games, the GC2018 RAP provides a unique opportunity to educate a large and diverse audience on Aboriginal and Torres Strait Islander cultures.

Formed in collaboration with GOLDOC, the State and Reconciliation Australia (RA), the development of the GC2018 RAP was announced at the end of the last reporting period. Utilising RA’s three-fold structure - respect, relationships and opportunities - it incorporates the following five key commitments:

1. Increased procurement opportunities for Indigenous businesses
2. Increased employment and training opportunities for Aboriginal and Torres Strait Islander people
3. Increased Indigenous participation in healthy active lifestyle initiatives
4. Increased awareness of Aboriginal and Torres Strait Islander language, culture and history
5. Improved connections with Aboriginal and Torres Strait Islander communities

Promoting authenticity in GC2018 activities is paramount. Consultation with the Yugambeh Elders Advisory Group (YEAG) and Indigenous Working Group (IWG) has leveraged mutually beneficial relationships between GC2018 partners and community, informing a greater respect for and acknowledgment of the commitment and contribution of both groups.
GOLDOC and Reconciliation Australia

From a Commonwealth perspective, the RAP also provides a guiding framework for other Commonwealth Games host nations to show leadership towards reconciliation with their First Peoples.

Progress on the development of the RAP has continued throughout the reporting period and should be finalised early in our next reporting year.

GOLDOC welcomed Philip Jerrard as its RAP Program Manager in early April 2016. Philip moved from Sydney to work as part of a secondment partnership between GOLDOC and Reconciliation Australia.

His role is to support the development and implementation for Reconciliation Action Plans within GOLDOC and across Queensland. Philip’s past roles involved working for Commonwealth and State governments, tertiary education and non-government organisations.

He is passionate about culture and the advancement of Aboriginal and Torres Strait Islander peoples.

“It is a pleasure to be here on the beautiful Gold Coast, and I pass my respects to and acknowledge the Traditional Custodians of the area.”

RAP Program Manager, Philip Jerrard
5. GC2018 Sustainability Priorities

5.3.6 Mascot

The name and markings on the GC2018 mascot Borobi were designed to symbolize the inclusive nature of GC2018.

Each country of the Commonwealth is represented by the campsite or meeting place (on the feet), which has both a male and female athlete symbol around it, athletes from each Commonwealth country and their journey to GC2018, followed by the spectators and supporters also travelling to the Games.

The athletes arrive at GC2018, which is represented by the main campsite. This also represents the ocean/water in the Yugambeh symbols. The main campsite has male and female athletes from each country of the Commonwealth sitting united.

The athletes then continue their journey competing for gold at the Commonwealth Games at the various locations. The wavy lines in the fingertips represent the 11 days of competition and the scattered dots represent the spectators from all over the world who will come to support the Games.

Chern’ee Sutton has fast become a firm friend of GC2018. Chern’ee is a 19-year-old contemporary Indigenous artist whose heritage lies with the Kalkadoon people of Mount Isa. She started painting on canvas with acrylics and raised acrylic paints at age 13.

In addition to being the creator of Borobi’s distinctive paw prints, Chern’ee also gifted GOLDOC a magnificent artwork during the 2015 National Reconciliation Week commemorations. The stunning three dimensional painting Ajarku Muruu, meaning ‘All One Country’, was welcomed to its new home at GOLDOC’s Ashmore headquarters (GHQ) during official opening celebrations that featured a traditional Smoking Ceremony and Welcome to Country.

Ajarku Muruu’ by Chern’ee Sutton
5.3.7 Queen’s Baton Relay

An inclusive event:

By its very nature the QBR is an inclusive event, travelling through many communities with diverse cultures over the 230,000 kilometre relay route. To visit all 70 nations and territories of the Commonwealth, the QBR will visit Africa, the Americas, Caribbean, Europe, Asia and Oceania.

From the first QBR in 1958 Cardiff, Wales, through to and including 1994 Victoria, Canada, the Queen’s Baton only travelled through England and the host country. For the Kuala Lumpur 1998 Commonwealth Games, the Baton travelled to countries other than England and the host country. This ‘international sector’ is now a common practice for the Relay. The Melbourne 2006 Commonwealth Games were the first in which the Baton travelled to all the Commonwealth nations and territories.

The GC2018 QBR will be the longest in Commonwealth Games history: commencing on 13 March 2017 from Buckingham Palace and travelling for 388 days across the international and domestic sectors. Keeping sustainability priorities front-of-mind in all stages of planning has been important to the QBR team.

When planning the international sector, consideration for each community’s religious and cultural holidays and sacred days is integral to the QBR success. The Relay will respect local days of rest and be guided on cultural particulars by each CGA in their region.

To plan for the large amount of travel involved in the QBR, an international route methodology has been devised. The methodology focuses on planning the most efficient route, ensuring no crisscross or unnecessary flights. Where available, the QBR uses alternate modes of transport, in particular, traditional transport with local significance.
Accessible design:

The GC2018 QBR mission is to deliver a relay that is accessible to all members of the Commonwealth and that promotes and celebrates the long lasting benefits and values of the Commonwealth Games.

Although called a relay, running is not central to the QBR. In fact, we encourage CGA’s and local communities to embrace alternate modes of transport and be creative with the accessible way the Queen’s Baton can travel through their community.

The Baton itself is designed with accessibility in mind. The shape provides multiple grip positions allowing the Baton to be carried with comfort regardless of hand size. There is also a harness that the Baton can be carried in for people who may not be able to carry the Baton in their hand.

The Baton adaptor is a key item for consideration in the design process. The adaptor is specifically designed to hold the Baton on various modes of transport; for example, wheelchair, bicycle, boat, or where the Baton needs to be secured safely for water-based activities or climbing. The Baton designers, Designworks, have created several mounting options for the GC2018 Queen’s Baton.

At the launch of the Queen’s Baton to take place on 20 November 2016, the QBR team will look forward to sharing all elements of design and the innovative considerations for environmental impacts, waste and sustainable procurement.
5. GC2018 Sustainability Priorities

5.3.8 Human Rights

In March 2016, representatives from across the GC2018 partnership, including GOLDOC, OCG and the City attended a human rights meeting hosted by the CGF, and supported by the Institute for Human Rights and Business (IHRB) and UNICEF, to discuss the role of the Commonwealth Games movement in addressing human rights.

The role of mega sporting events (MSEs) and their impacts on human rights has been the subject of a number of publications and university studies and has been receiving increasing media attention in recent years, particularly in light of the human rights violations demonstrated by some major events.

The Glasgow 2014 Commonwealth Games was the first MSE to publish a position statement and post-Games report on human rights and has been widely applauded for its pro-active stance. The CGF has highlighted the importance of human rights to the Commonwealth Games movement through its strategy Transformation 2022. It is working closely with a number of human rights organisations to enhance the human rights performance of future Commonwealth Games.

A strong foundation already exists between the GC2018 partnership around the protection of human rights on GC2018 related matters. In the next reporting period GOLDOC will publish its Human Rights Policy and further, along with its Games partners, will document the approach of the GC2018 partnership to management of human rights issues, as a legacy for future Commonwealth Games and other MSEs.

The year ahead

Key milestones for the coming year include the publication of GOLDOC’s Human Rights Policy, working with the State to finalise and publish the GC2018 RAP and the launch the Queen’s Baton Relay which will incorporate sustainable design features and an inclusive route throughout all of the Commonwealth nations and territories.
5. GC2018 Sustainability Priorities

5.4 Sustainable Procurement

To responsibly manage our supply chain and enhance our sustainability performance through sustainable sourcing and material selection practices.

GOLDOC is committed to delivering the GC2018 procurement program in a way that achieves value for money, contributes to the local economy, minimises environmental impacts and is socially responsible.

We recognise that one of the most effective ways to deliver a sustainable GC2018 is to embed sustainability upfront in the procurement process. Sustainable procurement is therefore an important part of delivering on GOLDOC’s sustainability vision.

5.4.1 Sustainable supply chain ‘hot spot’ analysis

The first step toward embedding sustainability within GOLDOC’s procurement process was to conduct a thorough sustainability risk and opportunity analysis of GOLDOC’s Forward Procurement Schedule (FPS)⁴. The FPS comprises all the goods and services expected to be acquired for the conduct of GC2018.

This high level analysis identified environmental and social ‘hot spots’, i.e. impact areas of interest across GOLDOC’s supply chain. Social risk software and input/output based Life Cycle Assessment (LCA) data was used to map the organisation’s estimated spend categories to environmental and social risks, to thereby generate a ‘hot spot’ heat map.

The analysis has allowed GOLDOC to prioritise its sustainability efforts across the wide variety of products and services that GOLDOC will procure for GC2018. GOLDOC will refresh its hot spot analysis as FA procurement planning and budgets are refined.

⁴ The FPS was published in 2014 and made available to prospective suppliers at the earliest opportunity, to allow suppliers time to plan for tender submissions.
Following the initial hot spot analysis, GOLDOC produced two sets of documents to implement its sustainable procurement approach:

- A Sustainable Sourcing Code - The Code describes GOLDOC’s overall approach to sustainable supply chain management and what is expected of suppliers generally. It sets out minimum requirements that all suppliers, including sponsors, must comply with when providing goods or services to GOLDOC for GC2018.

- Sustainability Category Management Plans (SCMPs) - A suite of SCMPs were developed to guide procurement for standalone high impact categories. The SCMPs set out category specific criteria to help GOLDOC manage the major environmental and social risks associated with those particular procurements.

5.4.2 Sustainable Sourcing Code

This Code provides a framework for GOLDOC and its suppliers to deliver a sustainable GC2018 through procurement activities, service delivery, activations and work programs. The Code sets out minimum requirements that all suppliers must meet to ensure GOLDOC can manage its overall supply chain responsibly. It also provides guidance on the principles and processes that underpin the Code and minimum requirements. The Code applies to all suppliers across all supply categories, including sponsors, licensees, contractors, and all sub-licensees and sub-contractors.

The Code has two principal audiences:

- GOLDOC staff who buy, specify and manage supplier contracts and performance
- Incumbent and prospective GOLDOC suppliers

The Code’s requirements address key sustainability impacts that are common to many GOLDOC procurements. Following GOLDOC’s due diligence process and award of a contract, the Code forms part of the terms of the supply agreement. GOLDOC then monitors supplier performance for compliance.

The Code seeks to be comprehensive with respect to labour rights and human rights issues that could arise in GOLDOC’s local and offshore supply chains. It also provides specifications for particular materials and product types that are likely to form part of many supplies.

5.4.3 Sustainability Category Management Plans

In addition to the Code, further category specific sustainability requirements are included in tender packages for stand-alone high impact procurements.

These requirements were developed to address the identified life cycle social and environmental risks associated with:

- Materials used in production e.g. source fibres, input textiles or minerals
- Production processes themselves e.g. labour and employment practices or facility environmental impacts

Final agreed requirements were then documented in the form of SCMPs for each targeted procurement. The SCMPs highlight each procurement’s key social and environmental impacts and provide recommended tender specifications to evaluate suppliers’ sustainability maturity and capability to address those impacts. The SCMPs will form a knowledge transfer legacy for the next Commonwealth Games event.
5. GC2018 Sustainability Priorities

Appointment of Master Licensee

The Licensing and Merchandising FA (LIC FA) is responsible for delivering a Merchandise program that will generate the manufacturing of hundreds of thousands of merchandise items and publications which will have environmental and social impacts.

In 2015 the LIC FA developed a strategy around three main pillars:

- The spectator experience
- Revenue generation
- Sustainability and legacy

In terms of the third pillar, in order to deliver a sustainable program and leave a lasting legacy a series of commitments were established, supported by the Sustainable Sourcing Code and guidelines. A major commitment was to ensure that all GC2018 merchandise is sourced from suppliers that ensure the rights, health and safety of their workers and those in their supply chains. The Code sets minimum requirements for all suppliers in terms of labour rights and health and safety. This document forms part of all Licensing and retail supply agreements.

Another key commitment was to minimise licensed product packaging and to require store fit outs to use materials that have the lowest impact across the supply chain. GC2018 Licensed Products manufacturers will be required to comply with GOLDOC’s Materials and Packaging Policy (referred to earlier in this report) that was developed to support the Code.

GC2018 Official Stores customers will only be offered (upon request) reusable point of sale carry bags and the LIC FA will work with suppliers to ensure that any packaging complies with the Materials and Packaging Policy. GC2018 Official Stores will also stock re-usable licensed carry bags for purchase.
Meet the Buyer forum

A significant aim of the LIC FA is to maximise opportunities for local suppliers and ensure that the Licensing program contributes to the local economy. On 27 June 2016, the LIC FA hosted a ‘Meet the Buyer’ forum at GOLDOC to introduce local designers and suppliers to the Master Licensee, MATEVENTS. Over 46 local South East Queensland and Indigenous businesses participated in the forum. It is expected that a significant number of these businesses will be appointed as sub-licensees.

Indigenous artist Leeton Lee and Jacuru Hats GM, Marcus Dehring
5. GC2018 Sustainability Priorities

5.5 Economy and Community

To ensure the needs and expectations of the community are considered; to raise awareness, share knowledge and build capacity; to promote healthy and active living.

A major consideration for GOLDOC and its Games partners is the legacy that is enabled by an event of this nature and scope. It is important to consider the community’s expectations and aspirations and the aims of the local and State governments that support the hosting of the event. It is also important that the community and all stakeholders understand how the event has been used to create positive legacies that will last well beyond the event itself.

5.5.1 Embracing 2018

The Embracing 2018 program is led by the Queensland State government in conjunction with the City and aims to maximise the opportunities presented by GC2018 to ensure lasting benefits for Queensland, the City of Gold Coast and for the benefit of the broader Australian population.

Information about the extensive legacy program can be found on the Embracing 2018 website. Identifying opportunities for longer terms legacy benefits is at the forefront of FA planning and some of these opportunities will be realised in advance of the event.
5. GC2018 Sustainability Priorities

5.5.2 Examples of pre-Games legacy

Host Broadcaster Training Program

NEP Australia in partnership with Sunset & Vine and Network Seven is the Host Broadcaster of GC2018. As part of the GC2018 legacy, NEP Australia has introduced a Host Broadcast Training Program (HBTP). This program aims to provide Queensland tertiary students, studying film and television, an opportunity to gain hands on work experience in the broadcast industry.

The HBTP has a purposeful intention and commitment to the next generation of live television program makers. The HBTP will enable individuals to gain industry experience and build local industry contacts through their participation and exposure to live broadcasting leading up to and during GC2018.

“Working with NEP was a hugely-beneficial glimpse into the world of Australian Sports Broadcasting. The introduction to OBs gave me a complete and comprehensive overview on not only what goes into running a sports OB but how many people work on the production,” – Mitchel Drake studying Bachelor of Creative Arts, University of Southern Queensland

Each week two students attend live outside broadcasts that NEP facilitate for their ongoing clients. From Network Seven’s AFL to Fox Sports and Channel Nine NRL, students are introduced to the world of live outside broadcasting. This is a totally new experience for students because they have never seen a live outside broadcast and what goes on behind the scenes to produce a live sport broadcast. By the end of June 2016 over 40 students attended live outside broadcasts and gained some knowledge and understanding of what it will take to produce the Commonwealth Games host broadcast coverage.

“I found being in a professional work environment and shadowing professional CCU operators incredibly rewarding, I left with new friends and a plethora of new knowledge.” – Emily Garretto studying Bachelor of Film & Television, Bond University Student

The NEP Host Broadcast team have also been visiting educational institutions and conducting master classes to share knowledge about their craft and what it takes to produce live television. What is a Host Broadcaster and their responsibilities; why is a live sport broadcast different to producing a film; what is the skill set and different roles in live television? Over 150 students have participated in these master classes.

“I had such an incredible time and I’m so grateful to have had the opportunity to see everything that goes on behind the scenes in an OB. I loved meeting so many people who are passionate about their job which has only reaffirmed to me once again how excited I am to work in the industry – I don’t think I’ll be wiping this smile off my face for a while!” – Taylor Eveleigh studying Bachelor of Film & Television, Bond University Student

Host Broadcaster Training Program Students
The Commonwealth Games is generating excitement amongst the community through the students’ participation in the HBTP. The students are so thrilled by these opportunities and where it may take their careers they then share the enthusiasm and enjoyment with their families, friends and community.

The HBTP will also provide a once in a lifetime opportunity for eight students from Queensland who have been selected to work in Sydney on the Rio 2016 Olympic Games coverage being produced by Network Seven from NEP Sydney headquarters in August 2016. The knowledge and experience gained by the students will provide them with paid employment prospects during GC2018.

We anticipate the HBTP good news stories will continue as students gain sustainable work experience to make them job ready for the broadcast industry. NEP Australia has already placed two students in paid freelance roles as camera/cable assistants on AFL football. GC2018 creates the perfect platform through the HBTP to deliver integrated learning opportunities for students and graduates who aspire to a career in television broadcasting.

To date over 200 students from six Queensland universities and TAFE Qld have been exposed to HBTP since NEP began as the Host Broadcaster in February 2016.

**Design of the Queen’s Baton**

The Queen’s Baton is an exceptionally high-profile, tangible icon of the Games; an important and inspiring symbol that will connect the Commonwealth with Australia, Queensland and the Gold Coast. Each host nation of the Commonwealth Games has the responsibility to create a Queen’s Baton. It needs to not only reflect the design, cultural and human values of the host City, State and Country, it must also genuinely engage and inspire the Commonwealth to come together to celebrate the Games. The Queen’s Baton will be revealed in November 2016 and all elements of design are a tightly kept secret until the launch celebration.

GOLDOC appointed a small local Brisbane company, Designworks, based in West End, Queensland to design, engineer and manufacture the GC2018 Queen’s Baton. The local community have played a large role in the design process for Designworks. Deep immersion helped the designers absorb the culture and gain insights into the place, people and spirit of the Gold Coast.

This immersion included several workshops with local Indigenous and wider Queensland mobs, including Torres Strait Islanders, to determine appropriate themes, stories and narrative for the Baton. There was also broad consultation with other community groups and public interactions, including: lifeguards, artists and arts community members, manufacturers, entrepreneurs and health care workers.

“The design process has been extremely inspiring for the Designworks team. Reflection on our immersion, consultation with locals and Indigenous groups has helped derive a narrative for the Queen’s Baton which drove all concepts. That narrative is Boundless Energy.”

Alexander Wall, Designworks

Design Futures Students from Griffith University have been involved in the research and design phase of the Baton. This inclusion has been a valuable tool for both sides: the students provide a feedback loop for the Designworks team, and the students are able to gain insights into the inner workings of a design studio on a live project.
5. GC2018 Sustainability Priorities

5.5.3 GOLDOC Sport workforce legacy

An initiative to second staff from National Federations (NFs) to develop a skilled workforce that can assist in the delivery of world class competitions post GC2018.

The Sport FA will require a large team with technical expertise to manage the GC2018 Sport competition schedule. The driving strategy for sport workforce recruitment has therefore been twofold:

1. To achieve the objective of recruiting staff who are capable of staging a world class sporting event

2. To drive a legacy of a qualified and experienced sport event workforce in Queensland and Australia

Each sport in Australia is governed by an NF which regulates that sport. GOLDOC’s Sports FA worked with each NF to develop a tailored strategy that will drive positive legacy outcomes for each of the GC2018 sports. The selection of each sport competition manager is the first and most critical appointment, as the sport manager will manage a large team to lead the delivery of each GC2018 sport. The sport competition manager will drive not only the planning for each sport but the recruitment, training and development of all the sport specific workforce, including national technical officials and sport specific volunteers.

- Secondment from the NF in conjunction with GOLDOC
- Direct Recruitment through GOLDOC in conjunction with NF
- Contract with existing events delivery agent used by the NF

Through this process, NFs have been able to maximise participation in venue planning. Many sport competition managers have worked on a part-time basis with GOLDOC and will then move to full-time positions one year prior to commencement of GC2018.

In the case of secondments, it also provides a secure employment path for the sport competition managers post-Games.
Introducing Mark Casey, Lawn Bowls Manager

Bowls Australia has been pro-active and strategic in its vision to leverage long term opportunities from GC2018. A cornerstone of this vision is securing world class events to drive profile participation and opportunity for their elite athletes around the newly developed Broadbeach Bowls Club.

To facilitate this vision, GOLDOC and Bowls Australia signed a Memorandum of Understanding that provided a framework for a service contract to facilitate sport specific planning 24 months prior to GC2018, including a GOLDOC position for a Lawn Bowls manager.

Following a recruitment process led by Bowls Australia and assisted by GOLDOC, Mark Casey, a 269 game international veteran and Commonwealth Games gold medallist, was appointed to the position.

In the case of Lawn Bowls, GC2018 is providing:

• Career opportunities for retiring athletes
• Fast-tracked learning and experience for staff
• Rejuvenated facilities which present opportunities to host world championship events (2020 World Bowls Championship secured for the Gold Coast).

Lawn Bowls Manager, Mark Casey
5. GC2018 Sustainability Priorities

5.5.4 Promoting active and healthy living

GOLDOC’s Workplace Travel Plan

GOLDOC’s workforce will grow to over 1400 staff by the start of GC2018. As part of our commitment to sustainability and creating behavioural change, GOLDOC has been developing a Work Place Travel Plan (WTP) for staff. The WTP’s primary purpose is to help GOLDOC’s workforce to make informed and sustainable travel choices for the journey to and from work.

“We are actively encouraging our staff to think about the way they travel, not only to work but also around the Gold Coast by highlighting more sustainable options like Cycling, walking, carpooling and public transport. This will become increasingly important as our workforce builds toward 1400, making car parking progressively limited at our corporate headquarters (GHQ). GOLDOC understands we have a great opportunity to set an example ahead of, and during, the GC2018 event and to help the City drive long term travel behaviour change on the Gold Coast.”

Michael Whitehead
Sustainability Lead, GOLDOC

GOLDOC started developing its WTP in consultation with the City’s Travel Demand Management (TDM) team, whose long term goal is to change the habitual use of cars on the Gold Coast by promoting the ease of walking, cycling, public transport and carpooling alternatives.

Sustainability Lead, Michael Whitehead
5. GC2018 Sustainability Priorities

The City will use GOLDOC’s WTP experience to inform a broader workplace travel planning campaign in the lead up to GC2018.

GOLDOC’s WTP aims to realise the following key benefits:

• Reducing the need for car spaces in and around GHQ
• Learning to rely less on cars for travel to and from work
• More cars off the road, meaning less pressure on public infrastructure
• Contributing to a lower workplace carbon footprint
• A healthier, more productive workforce

The key challenges for GOLDOC’s WTP are:

• Providing for a rapidly expanding but very short term workforce
• Finding resource friendly temporary solutions that meet our travel planning objectives but do not detract from event budgets
• South East Queensland’s subtropical climate, exacerbated by record high temperatures across 2015 and 2016
• Staff commute distances and a geographically spread workforce

The WTP process commenced in September 2015 with an audit of GHQ facilities and a staff travel survey in September 2015. Approximately 80% of staff completed the survey, which was a very positive result.

GOLDOC and the City also piloted a Personalised Travel Planning (PTP) program in October 2015. The PTP program offered free 15-minute one-on-one travel planning sessions to GOLDOC staff. After the sessions, participants were provided with a personalised travel plan setting out travel mode recommendations along with cost and time comparisons for each alternative mode. The program was well received with a 25% participation rate. The City will use the learnings from this pilot and others to develop a PTP offering for Gold Coast workplaces.

Based on the survey and audit results, PTP sessions and ongoing staff feedback, GOLDOC developed a number of initiatives to help support staff who expressed interest in Cycling to work and car-pooling. They included:

• Establishing a car-pool network for staff looking for ride share opportunities in their areas
• Reserving prime car parks for registered car-poolers
• Developing a car pool etiquette guide
• Developing a GHQ area map showing walk and Cycling distance radiuses, as well as public transport stops and service details
• Developing a travel options information pack for new starters
• Acquiring recycled lockers for use by active travellers
• Providing a secure bicycle storage area
• Acquiring bicycle racks for the Cycling room (made from recycled bicycle parts, courtesy of Village Bikes – a local not-for-profit)
GOLBUG and Love to Ride

In October 2015, GOLDOC’s Bicycle User Group (GOLBUG) participated in the City of Gold Coast’s inaugural ‘Love to Ride’ Cycling challenge. It is a friendly participation based competition to see which Gold Coast workplace can get the highest percentage of staff to ride a bike during the challenge month.

To participate, staff are required to ride a bike for at least 10 minutes, anytime, anywhere. Competing workplaces can register in one of seven staff-size categories (3-6; 7-19; 20-49; 50-199; 200-499; 500-1,999; 2000+ staff).

Because GOLDOC’s staff numbers will continue to grow so rapidly, we will have the unique opportunity to compete in three Love to Ride categories in successive years. GOLDOC really embraced the first year of the challenge and won the 50-199 category with 40% participation.

We’re looking forward to competing next year in the 200-499 category when we’ll try to take another next step towards a unique Love to Ride trifecta.
5. GC2018 Sustainability Priorities

5.6 Environmental stewardship

To protect the health of our oceans and waterways by reducing use of pollutants such as plastic bags and helium balloons

Two of GOLDOC’s key sustainability priorities focus on the environmental impacts of an event of this size through the generation of waste and energy emissions. However, a key concern for the local community which has arisen time and again through our consultation process, is the impact of event pollution on the City’s waterways and ocean environment. We have therefore addressed this as a separate priority issue.

The Gold Coast is a water-based city. It is situated on the Pacific Ocean and is said to have more canals than Venice and Amsterdam combined. Given the coastal nature of the city, its extensive waterways and beaches and World Heritage-listed hinterland, the protection of this pristine environment (from plastics pollution in particular) is a topic which is close to the heart of many locals in the community.
This issue has been raised consistently through various channels – directly in conversation with various stakeholders, through media pieces, through GOLDOC’s sustainability email address and at the Annual Sustainability Forum.

The key concerns raised have been in relation to the mass releases of helium balloons, the use of light-weight plastic bags and single-use plastic water bottles. All of these items are regularly found locally in the ocean, washed up on beaches and in the waterways. These items are not only a challenge for the City to manage but are a world-wide source of pollution. Balloons and pieces of plastic have been found to contribute to the death of marine life and sea birds, not only locally but throughout the world. Micro-plastics which derive from this pollution are now working their way into the food chain.

GOLDOC is working with suppliers and sponsors to responsibly manage these products. For example, GC2018 will be a helium balloon free event. As referred to earlier in this Report, the LIC FA has also determined that GC2018 Official Stores customers will only be offered (upon request) reusable bags and will work with its suppliers to minimise licensed product packaging.

We live in an age where single-use plastic water bottles are the norm and it is a world-wide challenge to try to reduce reliance on this short-term packaging solution. In some countries bottled water is essential. However, the Gold Coast has some of the cleanest water on the planet and the City is very proud of its clean, fresh tap water. Games-time messaging will encourage spectators to bring their own re-fillable multi-use vessel with drinking water available free of charge at all GC2018 venues.
5. GC2018 Sustainability Priorities

5.7 Waste

To reduce waste to landfill through innovative waste management practices and by adopting the Waste and Recovery Hierarchy (avoid, reduce, reuse, recycle, recover, dispose)

GC2018’s recycling and waste management systems and practices will be designed to maximise diversion from landfill within the constraints of the City’s existing recycling and waste management facilities.

As an organisation, GOLDOC has taken an innovative approach to recycling and waste management for both GOLDOC’s Headquarters (GHQ) and the GC2018 event, based on the Waste and Recovery Hierarchy.

Most to least preferable environmental option
5. GC2018 Sustainability Priorities

5.7.1 GHQ recycling and waste management

Whilst waste management planning for the GC2018 event continues, GOLDOC has implemented some innovative waste management practices within its GHQ. As part of GOLDOC’s Four Star Green Star Interiors PILOT rating submission, GOLDOC introduced a number of initiatives to better manage office waste. Within GHQ we have implemented an industry-leading 12 colour-coded streams:

- **BLUE**: Paper and cardboard waste
- **PINK**: Soft plastics – to be recycled into outdoor furniture
- **LIGHT GREEN**: Mobile phones
- **ORANGE**: Shredding – for confidential documents
- **GREEN**: Organic waste – currently taken home by staff for composting.
- **PURPLE**: Clothing charity bin
- **YELLOW**: Co-mingled recycling cans, tins, plastic and glass bottles
- **WHITE**: Printer cartridges
- **BROWN**: Coffee pods, which are sent back to the manufacturer
- **LIGHT BLUE**: Broken glass and crockery
- **BLACK**: Used batteries
- **RED**: Landfill – but only when staff have exhausted all other options

Figure 4: GHQ waste streams

Other initiatives included providing a branded re-usable coffee cup for all staff, which is also available in the GC2018 merchandise store. We also spoke to local cafés about the ResponsibleCafés.org Program which connects thoughtful cafés with conscious consumers by offering a discount to customers with reusable takeaway cups. Under desk bins were also removed, which encourages staff to leave their desks and move around the office to dispose of rubbish.

GHQ organic (food) waste is managed by a team of GOLDOC staff who volunteer to collect this waste and compost at home. Whilst this method works with current staff numbers, it will be more challenging as staff numbers grow. The City of Gold Coast does not currently support food waste collections and there are no processing facilities within the City limits. GOLDOC will develop alternative management strategies as its workforce grows.
5. GC2018 Sustainability Priorities

5.7.2 GC2018 event recycling and waste management

The City presents unique challenges for managing recycling for an event of this size. Its supporting waste infrastructure for high volumes of waste is currently largely limited to landfill and co-mingled recycling, with no organics or incineration facilities currently located within the City. GOLDOC will need to operate within the existing infrastructure and facilities available but at the same time look for alternative and innovative solutions to manage the large amount of waste that will be generated by GC2018.

5.7.3 Front of house waste management

With no processing facilities available within the City boundary or within a reasonable distance of GC2018 venues that can process compostable packaging at the volumes that will be produced by GC2018, the Front of House (FOH) spectator areas will operate a two-stream system, comprising general waste and co-mingled recycling, which is consistent with the current City and State recycling systems. As a result, all caterers will be required to supply recyclable packaging, as opposed to compostable packaging, to align with current practice. The majority of FOH waste will therefore be captured in the co-mingled recycling stream. GOLDOC will work closely with its caterers to reduce food packaging wherever possible.

GOLDOC has commenced discussions to have the majority of FOH waste sorted and further segregated by an external facility, with uncontaminated food waste being transported to a neighbouring city. The challenge will be to ensure that the food waste contains very little or no level of contamination to facilitate processing.

In some past major events, a three-bin system has operated FOH comprising co-mingled recycling, general waste and a compostable stream. One of the key challenges for GC2018 already outlined is that the City does not currently have the appropriate facilities to process the volume of food waste produced by an event of this scale. Previous Games have demonstrated the need for strong recycling and waste management practices and infrastructure to ensure the success of an organic waste stream if it is implemented FOH, largely due to the high volumes of compostable packaging generated by such an event.

Early discussions around recycling and waste management identified the need to operate within the existing infrastructure and facilities available in the Gold Coast region, and due to the limitations of the City’s food waste management facilities, GC2018 will operate consistently with current public place and household waste management practices with a two-bin system FOH.

5.7.4 GC2018 Back of House waste management

GC2018 Back of House (BOH) areas will operate eight recycling and waste streams during the operational period of GC2018 (not including the commissioning and decommissioning phases). These streams are highlighted in Figure 5.

GOLDOC has included soft plastics as a new recycling stream for GC2018. This stream is not usually captured and recycled separately at major events. Past experience has shown that co-mingled recycling facilities do not generally have adequate infrastructure to ensure soft plastics can be effectively and efficiently recycled. Soft plastics are a common material to be disposed of at large events and GOLDOC will work with a specialist organisation to process this stream separately, which will assist in diverting more waste from landfill.
Organic processing facilities compost materials using anaerobic digestion, with microorganisms breaking down biodegradable material in an oxygen-free environment. This process requires an extended time-frame and relies on a consistent, non-contaminated stream of organic waste to be effective. The volume of waste generated by a Commonwealth Games is challenging for any host city to manage but for GC2018, an additional challenge is the distant location of organic waste facilities from the City boundary. Currently, the only viable organic waste management facility is at Swanbank in Ipswich, approximately 100km from the Gold Coast region.

It is expected that all BOH food scraps from preparation kitchens and dining halls in the Athletes’ Village will be transported to this facility, as this BOH food stream can be more effectively contained and managed to avoid contamination. The majority of GC2018 food waste will come from the Athlete’s Village main kitchen.

The remaining streams will likely be divided between multiple waste facilities so as to not overload one facility. GOLDOC, through the Cleaning and Waste Management FA, is currently in discussions with a number of facilities to identify opportunities for waste to be further sorted offsite to improve the volume of materials being appropriately recycled.
5. GC2018 Sustainability Priorities

5.7.5 Event waste management legacy

The adoption of the two-bin system FOH will assist in supporting a legacy of effective event recycling and waste management.

Within the Gold Coast region, most events do not currently operate an in-depth waste management plan or a multiple bin system. A Games-wide two-bin system will help to promote the inclusion of recycling at future Gold Coast events. A co-purchase of waste receptacles to be used during GC2018 and then retained for future community events is likely.

Education about GC2018 recycling and waste management practices is an important and essential part of the work being undertaken to ensure GC2018 maximises diversion from landfill. Assistance will be provided at GC2018 venues where possible to monitor bin stations within close proximity of food concessions to assist spectators and workforce with correct waste streaming.

5.7.6 City of Gold Coast organic waste trial

The City’s Solid Waste Strategy 2024 has identified organic waste management as a key component to the successful future of waste management in the City.

In line with this strategy and given the ambition of GC2018 to recycle its food waste, the City implemented a food waste trial in early 2016 with a number of council managed sites and Gold Coast businesses.

The trial is being led by the City with funding from DEHP, and involves 10 high-volume commercial businesses operating in the Broadbeach and Surfers Paradise entertainment precincts. The aims of the trial are to provide insight into food waste management opportunities for GC2018 and information to support a potential regional food waste recycling system in Queensland. The trial will provide important data that will assist not only the City, but also other local councils that are considering organic waste management options within their own cities.

5.7.7 Materials and Packaging Policy

One of GOLDOC’s key strategies to achieve its recycling targets and increase diversion from landfill is to control and reduce the type of materials and packaging entering GC2018 Venues and Villages through the Materials and Packaging Policy, referred to earlier in this Report.

GOLDOC will work with its suppliers in the lead-up to GC2018 to ensure there is a clear understanding around acceptable and non-acceptable packaging within venues.
5.7.8 Efficiencies and innovation

Managing waste is also about managing resources efficiently and finding better ways to do things that are less resource intensive. GOLDOC FAs have been working hard to find efficiencies in processes and to reduce resource use.

Printed results distribution:

The distribution of printed results within venues during major multi-sport events is a major sustainability challenge. Historically this service has been delivered through the use of a central printing room in each venue and a large volunteer workforce to bulk copy and carry printed reports to client locations. At some past events, the number of copies produced over the course of the event have numbered over 250,000 for a single venue.

GOLDOC has undertaken a project to reduce the financial, human and natural resources required to deliver this service through the use of technological solutions and has adopted several planning principles in designing its new model for print distribution. These are:

- Use of screens first, printed materials second
- Use of software applications to intelligently direct materials to printers at end user locations
- Limit the use of pre-planned bulk printing to those clients with established, verifiable demand.

These principles, along with detailed, intelligent planning, keeping in mind the client needs, aim to significantly reduce the impact of the printed results distribution service. It is expected that over one million sheets of paper could be saved through this new process.
Manager of Look and Signage, Hannah Walter

As the Manager of Look and Signage at GOLDOC, Hannah Walter is responsible for applying the brand assets in a purposeful and strategic way to ensure the Games have a cohesive look, plus delivering functional and wayfinding signage to help the Games run effectively.

Major events such as the Commonwealth Games produce very high volumes of signage, making it important that sustainability be integrated from the planning phase, right through to delivery.

“We will produce a huge amount of assets for the Games, and so it is always at the forefront of our thinking to consider designing and developing assets that marry with the business’ sustainability targets,” she said.

“Between wayfinding and functional area signage, we can have up to 20,000 panels of signage and we want to make sure the majority are recyclable. It is completely feasible for us to achieve that – the tables are turning and environmentally sustainable options are becoming more common practice.

“For GC2018, we are hoping to avoid steel and aluminum and move towards the use of sustainable and renewable products such as plywood and bamboo. By decreasing the use of these traditional materials we can maintain quality while improving sustainability, including through decreased weight and minimised transport requirements.

“It is great that environmentally sustainable options are becoming more cost efficient.”
5. GC2018 Sustainability Priorities

5.8 Carbon
To minimise the carbon emissions attributable to GC2018

5.8.1 Carbon Management strategy
As outlined in our first report, the aim of this reporting period was to develop a strategy to responsibly manage the carbon emissions attributable to GC2018; one that would assist the organisation to articulate its goals, define the operational boundaries of its emissions footprint and detail policies and/or actions to help the organisation achieve its objectives.

Some of the key objectives and principles determined by the strategy included:

- To provide leadership and stewardship for delivering large events across the Gold Coast and Queensland with a low carbon footprint and communicate the associated learnings
- To define GOLDOC’s emissions boundary
- To establish a reference emissions footprint (Baseline Carbon Footprint or Baseline) from which GOLDOC can report on the emissions produced in the planning, preparation and operation of GC2018
- To demonstrate the economic benefits of employing low cost efficiency measures and providing guidance on how this is achieved
5. GC2018 Sustainability Priorities

5.8.2 Development of baseline estimate

A large portion of this reporting period has been spent in the development of the Carbon Emissions Baseline Estimate (Carbon Baseline). This has required close collaboration with FAs to determine projected energy requirements before and during GC2018.

Specialist technical knowledge has been required to support this work so that GOLDOC’s baseline assessment and carbon accounting practices meet the technical requirements of the National Carbon Offsetting Scheme and the National Greenhouse and Energy Reporting Act. The specialist advice will also help GOLDOC to identify cost effective and impactful mitigation strategies that achieve best practice carbon management outcomes for GC2018 while being mindful of GOLDOC’s operational and budget constraints.

The Carbon Baseline has allowed GOLDOC to:

• Understand its emissions profile and material emissions sources.
• Develop targeted abatement and mitigation strategies that will form part of GOLDOC’s Carbon Management Plan.

The Carbon Baseline will be refreshed and refined in line with operational planning detail through mid-2017.

5.8.3 GOLDOC HQ energy use

GOLDOC’s emissions profile relating to direct energy consumption and indirect greenhouse gas (GHG) emissions as a result of energy consumption, corporate flights and waste disposal are presented below. The total weight of waste by type and disposal method in addition to an assessment of GHG emission savings as a result of the purchase and consumption of certified carbon neutral paper has also been included.

GOLDOC does not currently occupy any of the GC2018 venues and is operating in an office-based environment. Accordingly, the figures below relate only to the operations of GOLDOC GHQ. Next year’s report will include the Carbon Baseline estimate for the GC2018 event, and the GC2018 post-event report will contain the actual GC2018 emissions footprint, developed using Games-time data.

As previously advised, GOLDOC HQ occupies one part of a larger TAFE premises and its energy is not separately metered. Therefore, energy consumption and emissions have been calculated using the model described below.
5.8.4 GHQ energy consumption

Direct Energy consumption by primary energy source

Total direct energy consumption from non-renewable fuel sources was calculated based on an estimate of occupancy rates, net lettable area and energy intensity (MJ/m² per annum) for an average Queensland rated building using the tenancy building NABERS Energy for Office Reverse Calculator (Version 11.0).

A value of 347 MJ/m²/year was applied to the occupation of Levels 2, 3 and 4 for 50% of the period from 1 July to 30 December 2015 and 75% for the remainder of the financial year (i.e. to 30 June 2016). A summary of the energy used during the period is presented as follows:

<table>
<thead>
<tr>
<th>Total mega joules (MJ) consumed</th>
<th>Total kilowatt hours (kWh) consumed</th>
</tr>
</thead>
<tbody>
<tr>
<td>758,629</td>
<td>210,730</td>
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</tbody>
</table>

Table 2: GHQ Direct Energy consumption for period 1 July 2015 to 30 June 2016

Indirect energy consumption by primary source

No material indirect energy consumption sources were identified for the reporting period.

Total weight of waste by type and disposal method

An assessment of the amount of waste generated over the period was calculated based on an estimate of the amount of waste generated and disposed of per employee from each of the kitchens at GOLDOC HQ. Estimates were used as standard waste reporting across GOLDOC’s internal waste streams will not be introduced until 1 July 2016.

The amount of waste by type and disposal method was based on an audit of the average amount of waste generated per week over a two-week period in late September and early October 2015. That number was divided by the number of GOLDOC employees during those periods to determine a per capital amount.

In order to estimate the total amount of waste for the reporting period, the number of employees over the period (by month) was multiplied by the average amount of waste generated per day per employee by the number of working days within that month. A summary of the total amount of waste generated by type and disposal method during the period is presented as follows:

<table>
<thead>
<tr>
<th>Waste type</th>
<th>Total weight (tonnes)</th>
<th>Disposal method</th>
</tr>
</thead>
<tbody>
<tr>
<td>General waste</td>
<td>2.90</td>
<td>Landfill</td>
</tr>
<tr>
<td>Organic waste</td>
<td>0.90</td>
<td>Composting</td>
</tr>
<tr>
<td>Co-mingled recyclables</td>
<td>1.80</td>
<td>Recycling</td>
</tr>
<tr>
<td>Soft plastics</td>
<td>0.06</td>
<td>Recycling</td>
</tr>
</tbody>
</table>

Table 3: GHQ waste generated by type and disposal method for period 1 July 2015 to 30 June 2016

It should be noted that it is proposed to include measurements of the following waste sources by type and disposal method in the next reporting period:

- Paper and cardboard
- Secure paper
- Batteries
- Toner cartridges
- Mobile phones
- Clothing
- Broken crockery
- Coffee pods
5. GC2018 Sustainability Priorities

5.8.5 GHQ emissions

Direct greenhouse gas emissions (Scope 1)

Direct (or Scope 1) emissions come from sources that are owned or controlled by the organisation. As GOLDOC is currently only operating as an office-based entity, no direct (Scope 1) GHG emissions sources were identified.

Indirect greenhouse gas emissions (Scope 2)

Indirect (or Scope 2) emissions have been calculated based on the total kWh derived from total energy use (in MJ) for the consumption of energy by the building. Scope 2 emissions include for example those arising from the purchase of electricity from an energy retailer.

GHG emissions were calculated based on the National Greenhouse Accounts Factors, Australian National Greenhouse Accounts (August 2015) applicable to the consumption of electricity in Queensland.

A summary of greenhouse gas emissions generated during the period is presented as follows:

**GHQ Scope 2 emissions**

166 tonnes CO2-e

Table 4: GHQ Scope 2 emissions for period 1 July 2015 to 30 June 2016

Other indirect greenhouse gas emissions (Scope 3)

Other indirect (Scope 3) greenhouse gas emissions have been calculated based on the total kWh derived from total energy use (in MJ) for the consumption of energy by the building as calculated above.

Greenhouse gas emissions were calculated based on the National Greenhouse Accounts Factors, Australian National Greenhouse Accounts (August 2015) applicable to the consumption of electricity in Queensland.

A summary of greenhouse gas emissions generated during the period is presented as follows:

**Building indirect energy use emissions (Scope 3)**

27 tonnes CO2-e

Table 5: GHQ Scope 3 building emissions for period 1 July 2015 to 30 June 2016

**Corporate flight emissions (Scope 3)**

An assessment of the carbon emissions as a result of flights undertaken by GOLDOC staff was undertaken based on a pro-rata report produced by GOLDOC’s corporate travel agency for the financial year period.

The flight calculations were undertaken based on the UK Department for Environment, Food and Rural Affairs (DEFRA) Greenhouse gas reporting - Conversion factors 2016.

Where possible cabin class (economy, business or first class) was used to estimate emissions from domestic, short-distance and long-distance flights during the period. Where there were no factors associated with the cabin class, average emission factors were used to estimate carbon emissions.
 Flight distances were based on greater circle distances between origin and destination airports, radiative forcing\(^3\) and the contribution of all greenhouse gases.

A summary of greenhouse gas emissions generated during the period is presented as follows:

**Corporate flight emissions (Scope 3)**
332 tonnes CO\(_2\)-e

Table 6: GOLDOC corporate flight emissions for period 1 July 2015 to 30 June 2016

During the reporting period GOLDOC took steps to amend its travel policy to promote teleconferencing and video conferencing over road and air travel.

**Waste disposal emissions (Scope 3)**

An assessment of waste to landfill related emissions was based on the National Greenhouse Accounts Factors, Australian National Greenhouse Accounts (August 2015) applicable to disposal of waste to landfill based on a general waste mix with separate food collection for composting.

A summary of greenhouse gas emissions generated during the period is presented as follows:

**Waste emissions (Scope 3)**
2.9 tonnes CO\(_2\)-e

Table 7: GHQ waste emissions for period 1 July 2015 to 30 June 2016

It should be noted that GOLDOC uses certified carbon neutral paper and therefore these are GHG emission savings. A total of 7.1 tonnes CO\(_2\)-e were saved during the reporting period.

**Paper use (savings)**
An estimate of carbon emissions generated as a result of purchased paper was undertaken using an estimated 80% A4 and 20% A3 paper mix in addition to estimates from GHQ based on the expected numbers of employees from July 2015 to June 2016.

It should be noted that GOLDOC uses certified carbon neutral paper and therefore these are GHG emission savings. A total of 7.1 tonnes CO\(_2\)-e were saved during the reporting period.

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<td>Scope 3 emissions savings</td>
<td>- 2.4 tonnes CO(_2)-e</td>
<td>- 4.7 tonnes CO(_2)-e</td>
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Table 8: Scope 3 emissions saved for period 1 July 2015 to 30 June 2016

Total measured and reported emissions for the reporting period equates to 527.9 tonnes CO\(_2\)-e, with 7.1 tonnes CO\(_2\)-e saved.

3 The Radiative Forcing Index (RFI) has been used to quantify non-CO2 warming effects of air travel. RFI is the ratio of total radiative forcing (RF) of all GHGs to RF from CO2 emissions alone for aircraft emissions (IPCC, 1999).
5. GC2018 Sustainability Priorities

Cloud-based technology

In past Games, most or all corporate data and systems have been located onsite in large computer rooms requiring significant space and energy to run.

With recent advances in technology, GC2018 corporate data and business systems are now hosted in the “cloud”, using shared infrastructure. The only systems onsite are for management purposes thereby reducing the space and energy required to deliver GC2018. Only two server racks are located at GHQ.

To put this in perspective, the London 2012 Olympic Games headquarters housed 193 server racks.

The original business case for the movement of services from a traditional data centre to cloud service offerings was driven by a number of factors:
- Ease of implementation
- Simplification of technology support model and number of service providers
- Cost reductions
- Scalability
- Reduced technical risk

The year ahead

In the coming year, GOLDOC will finalise its operational Carbon Baseline and develop its Carbon Management Plan. This document will provide the detailed methodology, management framework, systems, actions and processes necessary to manage GOLDOC’s carbon objectives.

It is expected that a complete Carbon Management Plan which includes initial targets and emissions reduction actions will be developed through mid-2017. Determining an appropriate carbon boundary and target will be an iterative process that will involve consultation across a number of FAs. GOLDOC’s GC2018 Carbon Management Plan will continue to be a living document and continue to evolve as we move toward GC2018.
5.9 Communication and engagement

5.9.1 Stakeholder engagement

Engagement with stakeholders and the local community is an important and key part of GOLDOC’s work. This is not just the remit of the Strategic Engagement Division, but every FA has dedicated channels of communication with a variety of internal and external stakeholders relevant to the particular functional area. Stakeholders help to identify issues and develop solutions to leave positive legacies. Collaboration with stakeholders means that we are working towards shared goals and outcomes.

As published in our first report, the number of stakeholders for an event the size of the Commonwealth Games is many and varied.
Hundreds of engagement and communication activities took place during the reporting period, and the sustainability team has participated in or provided content across the majority of these, including amongst others:

- Speaking engagements
- Media interviews and publications
- Presentations
- A variety of fora, including multi-stakeholder engagements
- Working groups
- School visits
- Workshops
- Social media posts
- Milestone events
- Newsletters

Sustainability and legacy information and key messaging has been embedded within organisational presentations and features as a key discussion point in most engagement activities. To support this, during the reporting period the Sustainability FA appointed a dedicated Sustainability Marketing Manager to develop its Communications Strategy and to identify all internal and external communication opportunities.

5.9.2 Internal engagement

Whilst many engagement activities are focussed on external stakeholders, internal engagement is also crucial to deliver a sustainable event.

From the outset, the organisation’s commitment to sustainable outcomes is presented at all new staff inductions. The sustainability team also participates in all internal engagement activities, including staff meetings, and promotes additional staff engagement and education sessions throughout the year, as well as one-on-one FA meetings to determine any additional training requirements.
5.9.3 Promoting understanding

GOLDOC CEO takes part in Vinnies CEO Sleepout

More than 100 Gold Coast movers and shakers braved freezing weather on Thursday 23 June 2016 and spent a night on cardboard boxes as part of the St Vincent de Paul (Vinnies) CEO Sleep out.

Sprawled around the concourse of the Robina Stadium (the future home of the GC2018 Rugby Sevens sports competition) with their makeshift beds, the City’s business and political leaders banded together to experience what it is like to be homeless — and to raise vital funds to aid their plight. Gold Coast participants in the nationwide event raised more than $389,000.

GOLDOC CEO Mark Peters had a simple sleeping bag and pillow to get him through the night. He told local media he hadn’t experienced such conditions since camping trips during his teenage years but was excited for the night’s prospects.

“I think a lot of us need to keep looking at what makes a good city and a city that cares and fits into that definition,” Mr Peters said.

“We have really got to look at why things are happening and why we have homeless people and how we can help.”

The CEOs were supplied with cardboard to sleep on and soup and bread to eat, with doors closing at 10pm to ensure no one escaped to the comfort of their cars.

Mark Peters and Borobi at CEO Sleep Out
In April 2016, GC2018 Accessibility Consultant Nick Morris laid down a challenge to Ian Whitehead, General Manager, Venues and Operations, to spend a day in a wheelchair, thus launching the GC2018 Accessibility Challenge.

Ian performed his usual daily tasks, including attending the GOLDOC Board meeting, and experiencing the use of the accessible facilities at GHQ. At the end of the day, Ian then challenged another staff member, GOLDOC’s Head of Security to participate, who later challenged another team member and so on and so forth.

Over the course of the Challenge, more than 30 staff took part, with many commenting that the experience had provided greater insight and changed their perspective. The Challenge was combined with a fund raising activity, and GOLDOC was able to donate over $2400 to the local wheelchair Basketball team.

At the presentation, GOLDOC staff were reminded of how sport can break down barriers, promote understanding and build more inclusive communities.
6.0
The Year Ahead
6. The Year Ahead

The year ahead will be an exciting and busy one for GOLDOC and its Games partners. GOLDOC’s workforce will grow dramatically and all FAs will be activated and building towards full capacity.

Some of the actions identified for the year ahead will include:

• The launch of the Community Readiness Program by the City – GOLDOC will work closely with the City through this program to ensure that vital information is being communicated to the community and local businesses in advance of GC2018

• The draft Transport Operational Plan will be published and feedback invited

• Transport infrastructure upgrades and cycle paths will continue to be constructed between now and 2018

• GOLDOC will publish its Human Rights policy

• A vast number of Games-time operational policies will be drafted

• The launch of the GC2018 Ambassador Program from July 2016

• The launch of the Volunteer program in February 2017

• The commencement of the Queen’s Baton Relay on Commonwealth Day, 13 March 2017, from Buckingham Palace, London

• The launch of the ticketing program in April 2017

Sustainability planning, actions and initiatives will form part of all of these activities and more.

As we have reiterated many times, GOLDOC differs from other organisations in that it has a limited lifespan. All of our efforts are centred around the delivery of a sustainable and memorable GC2018. In previous years, efforts have been directed to strategic planning and the establishment of management systems and processes needed to support the event delivery. During this reporting period, GOLDOC completed its operational planning phase and is now working towards mobilisation, with a noticeable increase in the general pace of decision making required and demands on FA’s time.

In order to ensure that focus is maintained on sustainable outcomes, GOLDOC will continue to implement and review its sustainable event management system, conduct working group meetings, liaise with internal FAs and external stakeholders to monitor and manage sustainable planning and delivery outcomes, further develop its reporting processes and publish its annual sustainability report.

Data collection processes will be implemented and reviewed to ensure that data and information is collected in order to report against sustainability key performance indicators and support the publication of a post-GC2018 sustainability report. The post-Games report will reconcile whether all of the planning and processes put in place have resulted in the intended outcome - the delivery of a sustainable GC2018.
Appendix 1
### General Standard Disclosures

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### Identified Material Aspects and Boundaries

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8.0 Contacts
8. Contacts

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Feedback
GOLDOC is interested in hearing your feedback on its Sustainability Report 2015-16. Please provide any feedback via email: Sustainability@goldoc.com
Contact info@goldoc.com for alternative formats of this Gold Coast 2018 Commonwealth Games™ publication.

If you wish to use a text relay service, visit relayservice.gov.au for assistance.