Towards a sustainable GC2018
“We are committed to showing leadership in sustainability by delivering the Gold Coast 2018 Commonwealth Games™ to international standards, and to use our learning to inspire best practice both at home and around the world”

Mark Peters, CEO
Gold Coast 2018 Commonwealth Games Corporation
(GOLDOC)
Contents

INTRODUCTION ...................................................................................... 2
  Background ............................................................................................ 2

SCOPE ..................................................................................................... 3

GOLDOC’S PURPOSE, VISION, MISSION, OBJECTIVES AND VALUES ...... 3
  Purpose ................................................................................................. 3
  Vision .................................................................................................... 4
  Mission .................................................................................................. 4
  Objectives .............................................................................................. 4
  Values ................................................................................................... 4
  Alignment with Games Partners ................................................................. 4

COMMITMENT TO SUSTAINABILITY ........................................................ 5
  Candidate City File .................................................................................. 5
  Additional commitments post-Bid .............................................................. 5
  Principles of Sustainable Development ....................................................... 5

MANAGEMENT AND REPORTING .............................................................. 6
  Sustainability vision ................................................................................. 6
  ISO 20121: Event Sustainability Management Systems ................................ 6
  Sustainability reporting and GRI ............................................................... 6
  Material impacts ...................................................................................... 7
  Sustainability Policy ................................................................................. 8

COMMUNICATION ................................................................................... 8
  Partnership and collaboration .................................................................... 8
  Working groups ........................................................................................ 8
  Sustainability advisory panel .................................................................... 8

USING THIS DOCUMENT .......................................................................... 9
  Planning ................................................................................................. 9
  Review ................................................................................................... 9
  Continual improvement ............................................................................ 9

APPENDICES ......................................................................................... 10
  Appendix 1 ............................................................................................ 11
    Games Partners .................................................................................... 11
  Appendix 2 ............................................................................................ 12
INTRODUCTION
This sustainability framework “Towards a sustainable GC2018” was first published in 2014. Since that time, the organisation has undergone significant growth and evolution. Therefore, to ensure that GOLDOC’s approach to sustainability continues to evolve and in accordance with GOLDOC’s commitment to continual improvement, this document has been reviewed with minor updates incorporated.

Background
The Gold Coast 2018 Commonwealth Games™ (GC2018) will be the largest elite multi-sport event that the Gold Coast has ever hosted. The City of Gold Coast (City) will host this event from 4 to 15 April 2018. It will see 6600 athletes and team officials from 70 nations and territories compete in 18 sporting disciplines at 18 venues across Queensland.

Up to 40,000 spectators will attend both the opening and closing ceremonies held at the Carrara Stadium. An estimated 1.5 million tickets will be sold for the 11 days of competition, with a global broadcast audience of 1.5 billion. GOLDOC will have a team of over 1000 paid employees, upwards of 30,000 external services providers and 15,000 volunteers.

An event of this magnitude will present significant business and tourism opportunities to the region, and the aim will therefore be to embrace the opportunities whilst managing any social, economic or environmental impacts of the event.

GC2018 will largely be delivered by three key partners – GOLDOC, the City and the Queensland State Government (State) through the Office of the Commonwealth Games (OCG). Other key partners include the Commonwealth Games Federation (CGF), the Australian Federal government and the Australian Commonwealth Games Association (CGA), collectively referred to as the Games Partners.

The Games Partners gave a commitment to ensure a sustainable and responsible GC2018 through the representations made in the Gold Coast City 2018 Candidate City File (Bid) and the Host City Contract. The concept of sustainability is a guiding principle which underpins GC2018 and will deliver legacy outcomes which will extend well beyond the event itself.

Sustainability has been defined as “an enduring and balanced approach to economic activity, environmental responsibility and social progress”. The aim of sustainability in the GC2018 context is to incorporate these concepts as concrete actions and programs which bring a lasting benefit to the region.

The recent launch of the international standard ISO 20121: Event Sustainability Management Systems (ISO 20121), along with the Global Reporting Initiative

1 See Appendix 1
2 See Appendix 2
Event Organiser Sector Supplement (GRI EOSS), provide a best practice framework for the management and reporting of sustainability and present an opportunity for GOLDOC to deliver the event using these internationally recognised systems and frameworks.

This document provides overarching guidance and a policy context for the development of GOLDOC’s sustainability planning, procedures and operations across all elements of GC2018. It sets out the context of the Bid to host GC2018, the sustainability principles which will help guide the development of the strategies and actions to enhance sustainable outcomes, and the management and reporting frameworks which will communicate and deliver GC2018’s sustainability commitments.

This approach will be shared with all GC2018 stakeholders to encourage stakeholders to develop a greater understanding of sustainability in the GC2018 context and to implement actions to support a robust sustainable outcome.

**SCOPE**

The scope of this document applies to the delivery of GC2018 by GOLDOC, from conception and planning to implementation, review and post-Games activities. GOLDOC encourages all stakeholders and contractors associated with GC2018 to familiarise themselves with the content of this document and to understand sustainability in the context of their contribution to GC2018 delivery.

**GOLDOC’S PURPOSE, VISION, MISSION, OBJECTIVES AND VALUES**

GOLDOC was established on 1 January 2012 by the Commonwealth Games Arrangements Act 2011 (Qld) and is a statutory authority. GOLDOC forms part of the portfolio within the Queensland Government Department of Tourism, Major Events, Small Business and the Commonwealth Games and is overseen by the Minister for Tourism, Major Events and the Commonwealth Games.

GOLDOC was established for the purposes of planning, organising and delivering GC2018, and will be dissolved no later than 18 months following the Closing Ceremony.

**Purpose**

Working with the Games Partners, GOLDOC’s role is to plan, organise and deliver a great Commonwealth Games in 2018.

In terms of sustainability, this means that GOLDOC will show leadership by delivering the event using internationally recognised systems and frameworks.

---

3 See Appendix 2
for sustainability management and reporting, thereby providing a best practice example for other global and local events.

**Vision**

GOLDOC’s **Vision** is to stage a great Games in a great city leaving great memories and great benefits for all.

**Mission**

GOLDOC’s **Mission** is to conduct an athlete focused Commonwealth Games with excellent competition in a fun and friendly environment with long lasting benefits for the Gold Coast, Queensland, Australia and the Commonwealth.

**Objectives**

- To attract the best athletes to compete in a technically excellent, world class, fun and friendly Commonwealth Games.
- To launch the Commonwealth Games into a new decade with an inspiring, memorable and landmark event.
- To help our partners make the most of the opportunities presented by GC2018.
- To engage and harness the enthusiasm of our communities.
- To contribute to economic growth by working with our partners to promote Queensland tourism, trade and investment.
- To present the Commonwealth Games in a creative way that will encourage comprehensive and positive exposure and support.

**Values**

**G** Global – where we think globally for the organisation, the Games and beyond

**R** Respect – where our work and thoughts are respected and valued

**E** Excellence – where we deliver excellence in everything we do

**A** Accountable – where we act with the highest integrity and fairness

**T** Trust – where we are empowered to do our job in a collaborative environment

**Alignment with Games Partners**

GOLDOC’s objectives and values align with the Games Partners’ strategic objectives for hosting GC2018 which are outlined in the soon to be published cross-partnership legacy strategy⁴. GOLDOC will work with its Games Partners to support the legacy aspirations and objectives outlined in the strategy.

---

COMMITMENT TO SUSTAINABILITY

The Bid document sets out the commitments made to the CGF by the Australian Federal government, the State, the City and the CGA in the Bid to host GC2018.

The delivery of GC2018 is a collaborative partnership between these parties and GOLDOC, and relies on the support of national, state and local sporting and other bodies, International Sporting Federations, industry and the local community.

GOLDOC will honour the commitments made in the Bid along with its International Sports Federation commitments, conduct GC2018 in accordance with standards of best practice, and leave a legacy of sustainable event management as a blueprint for future use.

Candidate City File

The Bid commitments to deliver a sustainable GC2018 included:

• That sustainability and legacy will underpin GC2018, with a major goal being the delivery of significant and positive economic, environmental, social and community legacies.

• To monitor initiatives in the development of event-related Environmentally Sustainable Development (ESD) benchmarks and compliance standards, and where appropriate, to refine strategies as and when these benchmarks and standards are released.

• To be totally inclusive of all GC2018 participants.

• That environmental protection objectives would be aligned to the sustainability framework of 'One Planet Principles'.

Additional commitments post-Bid

Since the Bid, GOLDOC has also agreed to the following:

• To implement a sustainable events management system using the ISO 20121 framework (published post-Bid in 2012).

• To establish a sustainability advisory panel of experts.

Principles of Sustainable Development

GOLDOC recognises that its Values align with the governing principles of sustainable development in the following way:

G  Global = Inclusivity - To ensure that all interested parties are able to participate without fear of discrimination

R  Respect = Stewardship - To take responsibility for the economic, environmental and social outcomes to be shared by all

5 One Planet Living is a registered trademark and was originally created by BioRegional. For more information, see www.oneplanetliving.net and www.bioregional.com
**Excellence = Leadership** - To demonstrate leadership by delivering GC2018 to international standards, constantly improving our ways of working and meeting all legal and other requirements

**Accountable = Integrity** - To conduct GC2018 in an ethical manner, consistent with international standards of behaviour

**Trust = Transparency** - To communicate willingly and openly about the decisions and activities that affect the social, environmental and economic outcomes of our actions

### MANAGEMENT AND REPORTING

**Sustainability vision**

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

Its sustainability objectives are:

- To implement the international standard ISO20121: Event Sustainability Management Systems;
- To report on GOLDOC’s sustainability performance in accordance with the Global Reporting Initiative (GRI) and in particular the Event Organiser Sector Supplement (EOSS); and
- To communicate GOLDOC’s leadership in sustainable event management.

**ISO 20121: Event Sustainability Management Systems**

The implementation of the ISO20121 international standard will help ensure that sustainability considerations are embedded within organisational decision-making and will facilitate the identification of appropriate and practical actions to be taken.

By embedding these processes into our way of working, we can ensure that sustainability becomes an integral part of GOLDOC’s management system.

**Sustainability reporting and GRI**

Measuring and reporting the impact of the delivery of GC2018 will be important for many reasons. Reporting of successes and challenges is essential for transparency, helps to highlight opportunities, identify areas for improvement, facilitates the development of goals and facilitates a process for continual improvement.

GOLDOC will report against GRI performance indicators that are relevant to GC2018 and that align with the One Planet Principles and other Bid commitments. These performance indicators will be regularly reviewed to ensure continued relevance to identified issues.
Material impacts

Both ISO 20121 and GRI emphasise the need for organisations to address their material impacts.

GOLDOC’s material impacts have been identified having regard for:

- ISO20121 requirements
- review of the GRI EOSS
- 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
- review of the One Planet Principles
- review and consideration of the Embracing 2018 strategy
- size of the economic, social or environmental impact
- the level of GOLDOC’s control or influence over identified issues

This identification process culminated in the development of GOLDOC’s key sustainability priorities for GC2018:

### GC2018 Sustainability Priorities

<table>
<thead>
<tr>
<th>Vision</th>
<th>To show leadership in sustainability by delivering GC2018 to international standards of best practice, leaving positive economic, environmental, social and community legacies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enabling Framework</td>
<td>ISO: 20121 - Sustainable Events Management System Global Reporting Initiative (GRI) reporting framework</td>
</tr>
</tbody>
</table>

| Food and Beverage | To provide sustainable food and beverage options and reduce food packaging waste |
| Transport | To encourage public and active transport as the primary modes of transport to GC2018 events |
| Accessibility | To eliminate barriers (physical or otherwise) to a safe, independent and dignified GC2018 experience |
| Inclusivity and Diversity | To stage an event that welcomes participation by people of every gender, socio-economic status, representation or ability |
| Sustainable Procurement | To responsibly manage our supply chain and enhance our sustainability performance through sustainable sourcing and material selection practices |
| 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 |
| Environment “Pal” Impacts | To protect the health of our oceans and waterways by reducing use of pollutants such as plastic bags and helium balloons |
| Waste | To reduce waste to landfill through innovative waste management practices and adopting the Waste and Recovery Hierarchy (avoid, reduce, reuse, recycle, recover, dispose) |
| Carbon | To minimise the carbon emissions attributable to GC2018 |

The determination of these sustainability priorities will facilitate the reporting process and the setting of targets. Targets should be achievable but also

---

6 See Appendix 3
challenging. This information will be embodied within a sustainability action plan for the achievement of targets, with responsibility for actions to be clearly defined. GOLDOC will report its sustainability performance annually.

**Sustainability Policy**

Policy development is critical for the dissemination of information to all interested parties, particularly external parties such as the supply chain and non-government organisations. [GOLDOC’s Sustainability Policy](https://gc2018.com/sites/default/files/Sustainability%20Policy%20v4%20-%20Accessible%20version%20-%20April%202016.pdf) outlines the sustainability objectives for GC2018.

**COMMUNICATION**

**Partnership and collaboration**

A successful GC2018 will be the result of a collaborative approach across all GC2018 stakeholders, including the Games Partners, the supply chain, the workforce, volunteers, participants, attendees and the community. As such, open communication between stakeholders will be essential to ensure that sustainable development principles are embedded across all aspects of the event.

Communication will take place through many mechanisms including working groups, newsletters, websites, social media and community consultation amongst others. GOLDOC will conduct an annual sustainability forum to engage with those stakeholders interested in the sustainability performance of GC2018. GOLDOC has conducted three of these fora to date.

A dedicated email address has been established so that interested stakeholders can communicate about any sustainability issue associated with GC2018. All enquiries or comments can be made through: sustainability@goldoc.com

**Working groups**

A number of working groups have been or will be established relating to the key sustainability priorities. These groups will include key staff from GC2018 stakeholders including GOLDOC, the City and the State. These groups are designed to ensure that a consistent approach to sustainability is implemented across the Games Partners.

**Sustainability advisory panel**

The Sustainability Advisory Panel was appointed in 2014 and includes independent experts from academia, business, industry, and the community, to provide technical guidance and advice to the sustainability working groups on key sustainability issues, programmes, risks and opportunities.
USING THIS DOCUMENT

Planning
This document provides the foundation for the strategic planning process for a sustainable GC2018. It also establishes the foundation for the development of GOLDOC’s sustainability policies, strategies and reporting framework.

GOLDOC strongly encourages any party associated with GC2018 to adopt the principles of sustainable development in their interactions with GC2018.

Review
This document will be reviewed annually.

Continual improvement
GOLDOC is committed to the continual review and improvement of its planning and reporting procedures.
Appendix 1
Games Partners

The Queensland State Government (State):

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

- **The Department of State Development (DSD)**
  DSD, a department of the Queensland Government, is responsible for the delivery of the GC2018 infrastructure program (capital development of competition, training and key non-competition venues, including the Commonwealth Games Village (CGV) and the project and contract management of individual projects).

City of Gold Coast (City)

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

The Australian Government

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

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

Australian Commonwealth Games Association (CGA)

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

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

The Commonwealth Games Federation (CGF)

The peak body of the Commonwealth Games movement is the CGF. An honorary Executive Board currently governs the CGF with financial, legal and marketing services provided to it. The CGF has a Chief Executive Officer and secretariat based in London.
Each of the 70 Commonwealth Games Associations (cga’s) reports to the CGF and is either a distinct entity or part of its National Olympic Committee.

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

**Appendix 2**

**ISO 20121 and GRI frameworks**

ISO 20121: Event Sustainability Management Systems is an international standard created specifically for the events industry. This standard provides guidance for the development of a management system and processes which take into consideration the economic, environmental and social impacts of decisions made in GOLDOC’s planning, delivery and post-event processes. The key components of ISO 20121 include understanding organisational context, the role of leadership, planning, support, operations, performance evaluation, review and improvement.

GRI is a non-government body which produces an international framework for reporting on sustainability. The recently published Event Organiser Sector Supplement (EOSS) provides guidance on sustainability indicators which are specific to the events industry. This international framework allows for the comparison of events through the use of standardised performance indicators. The GRI is also aligned to a number of other frameworks such as the United Nations Global Compact and the International Labour Organisation.
Appendix 3
GC2018 Sustainability Priorities

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

As part of our enabling framework we are implementing ISO20121 which is an international standard created for the event industry, to enable organisations to deliver events in a sustainable way. Its creation was inspired by the London 2012 Olympic and Paralympic Games as a way to demonstrate that sustainability had been considered throughout the planning and delivery process.

We use the Global Reporting Initiative (GRI) reporting framework to measure, monitor and report on our actions.

Using this enabling framework and after extensive community consultation GOLDOC has developed the following key sustainability priorities for GC2018:

1. **Food and Beverage:** To provide sustainable food and beverage options and reduce food packaging waste.
2. **Transport:** To encourage public and active transport as the primary modes of transport to GC2018 events.
3. **Accessibility:** To eliminate barriers (physical or otherwise) to a safe, independent and dignified GC2018 experience.
4. **Inclusivity and Diversity:** To stage an event that welcomes participation by people of every gender, socio-economic status, orientation or ability.
5. **Sustainable Procurement:** To responsibly manage our supply chain and enhance our sustainability performance through sustainable sourcing and material selection practices.
6. **Economy and Community:** 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.
7. **Environmental Impacts:** To protect the health of our oceans and waterways by reducing use of pollutants such as plastic bags and helium balloons.
8. **Waste:** To reduce waste to landfill through innovative waste management practices and adopting the Waste and Recovery Hierarchy (avoid, reduce, reuse, recycle, recover, dispose).
9. **Carbon:** To minimise the carbon emissions attributable to GC2018.

Underpinning these priorities is the need for continual education and communication.