Pre-Games Sustainability Report

Gold Coast 2018 Commonwealth Games Corporation
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Since 2012 the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) has worked hard to deliver what will be the largest mega sporting event in Australia this decade.

With the support of our key Games Delivery Partners: the Australian Federal Government, Queensland State Government, City of Gold Coast, Commonwealth Games Australia and the Commonwealth Games Federation, GOLDOC is set to deliver a sustainable, accessible and inclusive Gold Coast 2018 Commonwealth Games (GC2018).

Integrated into GOLDOC’s planning has been the commitment to deliver positive economic, environmental, social and community legacies from hosting the Commonwealth Games on the Gold Coast. Through innovation, creativity and thorough reporting, GOLDOC will deliver GC2018 to the international standard of best practice for sustainable event management, ISO 20121.

GOLDOC’s work has already created a progressive shift in sustainable and inclusive business practices and will set a new standard of sustainability for future events on the Gold Coast, in communities throughout Australia and across the Commonwealth.

Our Sustainability Reports provide vital information for future local and international events, and the public, to gain an insight into sustainable event planning. GOLDOC faced challenges unique to the Gold Coast, and as the first regional city in Australia to host a Commonwealth Games.

Diligently applying global events expertise with local knowledge to plan a Games responsive to the local context, GOLDOC has continued to set a very high benchmark in sustainable event delivery.

The coming months will see the implementation of plans put in place over the last 6 years to uphold our vision of a sustainable GC2018 and to secure a lasting legacy for the Gold Coast, Queensland and Australia.

I feel immensely proud of the high calibre people I have worked alongside at GOLDOC and honoured to have had the opportunity to contribute to these efforts.

Peter Beattie
Chairman
The Gold Coast is on track to shine both on and off the sporting field as we make our final preparations to deliver GC2018 in April 2018.

Delivering a sustainable GC2018 supports our shared vision for a strong and diversified economy, a pristine natural environment and an active, inclusive Gold Coast community.

GC2018 will be a transformational event for the Gold Coast, our event cities and communities throughout Queensland and Australia, creating new opportunities, building capacity and shaping an enduring legacy that lasts beyond the event.

Over the reporting period much work has been achieved across our nine key sustainability priority areas.

In procurement, processes were reassessed against ISO 20400, the newly launched best practice standard for sustainable procurement. High scores exceeded expectations and reflected the significant work undertaken across the business to engage with industry, refine processes and work with suppliers to deliver a sustainable event and lasting legacies.

In food and beverage, four master caterers were appointed to deliver food and beverage services to all key client groups. They are on track to deliver 100% compliance with benchmark standards identified in the GC2018 Food Experience.

There has been continued collaboration with the community, workforce and Games Delivery Partners via the annual sustainability forum and the Sustainable Events Working Group on environmental initiatives such as water hydration, recycling practices and koala conservation. We work to inspire people to make conscious efforts to conserve resources, use active and public transport, avoid single use items and divert waste from landfill.

At the end of the reporting period it was announced that GOLDOC was a 2017 Finalist in the Australian Human Rights Awards. Mega-sporting events have a responsibility to demonstrate strong processes that preserve the basic rights of all human beings. This award is the culmination of our extensive consultation work around inclusion which includes being the first Commonwealth Games with equal medal events for men and women and the first event of its kind to have a Reconciliation Action Plan. We are proud to add this accolade to the list of sustainability awards we have achieved so far. As we sprint towards the Opening Ceremony, we are confident that the decisions and policies we have implemented will encourage a positive, sustainable legacy for the Gold Coast and future Commonwealth Games.

Mark Peters
Chief Executive Officer
1.0
Introduction
1.1 Planning a sustainable GC2018

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.

Along with our Games Delivery Partners, GOLDOC has integrated sustainability and legacy considerations into every element of planning for the largest mega sporting event in Australia this decade.

1.1.1 Enabling framework

GOLDOC has a strong enabling framework to govern and report sustainable event delivery. In December 2015, GOLDOC achieved second party conformity to ISO 20121 Sustainability Event Management System. In early 2017, an audit re-confirmed GOLDOC’s second party conformity. GOLDOC chose to take a leadership position and limit conformity assessments to second party because:

1. Third party audits can be viewed as cost and resource prohibitive for one-off events. GOLDOC sought to demonstrate that third party is not always necessary and should not be a barrier to implementing ISO 20121.

2. Second party assessments can be performed by external event industry experts and allow scope for constructive feedback around sustainability management, performance and knowledge sharing.
1.1.2 Implementing a Sustainable Event Management System

Since the development of the bid, GOLDOC has been working with stakeholders to identify and address the sustainability issues that are the most important in the unique context of the Gold Coast. Those sustainability priorities are central to GOLDOC’s ISO 20121 Sustainable Event Management System.

Our approach to managing those impact areas has been continually improved and refined thanks to ongoing stakeholder feedback and knowledge gained from research, literature review and sustainability reporting from previous mega-events.

GOLDOC held its fourth and last Sustainability Forum in October 2017 with approximately 80 key stakeholders attending, facilitated by Sustainability Advisory Panel Member, Mara Bun. The Forum focused on the opportunities generated through GC2018 to create enduring legacies for the Gold Coast, Queensland and Australia.

The Forum provided an opportunity for attendees to understand how GOLDOC has implemented stakeholder feedback, and learn from the successes and challenges faced in the planning for GC2018.
1.1 Planning a sustainable GC2018

One of the key outcomes of the 2017 Sustainability Forum was a subsequent workshop with key stakeholders in the local events industry to consider how we facilitate and showcase the Gold Coast as a sustainable events destination. The workshop gave participants an overview of international and local best practice for delivering sustainable events. It was an opportunity for stakeholders to discuss local events post-Games and the future of events more generally.

Throughout the reporting period, stakeholder feedback has reiterated the importance of sharing the story behind the implementation of GC2018’s sustainability program. Communicating the success and challenges of GC2018’s sustainable event delivery has been central to the achievement of GOLDOC’s objectives.

Media coverage supported this approach, with over $440,000 worth of equivalent advertising space attributed to media coverage related to the GC2018 sustainability program achieved over the reporting period. The value generated for the GC2018 brand through sustainability-related coverage helps to reinforce the business case for a sustainability program that effectively addresses the triple bottom line: economic, environmental and social outcomes.

Work is ongoing to share the knowledge generated through the GC2018 planning process with relevant local stakeholders, government, industry and the events industry more broadly.

1.1.3 Contributing to sustainable development

The United Nation’s Sustainable Development Goals (SDGs) and Global Compact have more recently guided GOLDOC’s sustainability and legacy program and support our vision to deliver GC2018 to international standards of best practice.

Throughout the Commonwealth, many of the sustainable development challenges highlighted by the United Nations are evident. In the spirit of the Jimbelung (friendly) Games, GC2018 will unite the Commonwealth and aims to deliver positive legacies that contribute to the global sustainable development agenda.

We contribute to the achievement of the SDGs through:

+ Our direct operations – the way we plan and run our venues, our policies, direct employment opportunities and our initiatives to mitigate impacts.

+ Indirect opportunities – support for sustainability and legacy programs from our Games Delivery Partners, indirect employment and our supply chain.

As mentioned in previous reports, through implementing international best practice frameworks, stakeholder consultation and extensive community engagement, GOLDOC determined nine key priorities to drive sustainability outcomes for GC2018. These priority areas formed three core sustainability themes:

1. Source responsibly
2. Manage our impacts
3. Inspire inclusion
## 1.1 Planning a sustainable GC2018

<table>
<thead>
<tr>
<th>GC2018 Sustainability Theme/Priority</th>
<th>Sustainable Development Goals</th>
<th>United Nations Global Compact Principles</th>
<th>Key GOLDOC initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source Responsibly:</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
+ Sustainable procurement       | Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights | Developed guidelines for sustainable procurement practices: 
+ Sustainable sourcing code 
+ Materials and Packaging Policy |
| + Food and beverage                | Principle 2: Businesses should make sure that they are not complicit in human rights abuses | Achieved Level 4 and 5 (out of 5) competency in ISO 20400 Sustainable Procurement. |
|                                    | Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour | Providing technical advice for procurement packages. |
|                                    | Principle 5: Businesses should uphold the effective abolition of child labour | GC2018 Food Experience developed to ensure caterers meet benchmark standards for food and beverage. |
|                                    | Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility | Engagement with regional producers and suppliers to deliver reduced food miles and a diverse and vibrant food offering. |
# 1.1 Planning a sustainable GC2018

<table>
<thead>
<tr>
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<th>United Nations Global Compact principles</th>
<th>Key GOLDOC initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage our impacts + Transport + Carbon + Environmental impacts + Waste</td>
<td>Principle 7: Businesses should support a precautionary approach to environmental challenges</td>
<td>Free public transport with every ticket. Rationalisation of requirements and efficiencies in fleet and Games Family bus systems to reduce environmental impacts of GOLDOC-organised transport.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility</td>
<td>Fleet meeting latest Euro emissions standards and reducing operational emissions by 46%. First Commonwealth Games to quantify operational carbon emission impacts.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies of environmentally friendly technologies</td>
<td>No helium balloons at GC2018. All workforce to be provided with reusable water bottle as part of their uniform and reusable hot beverage cup as one of their shift gifts. Free spectator drinking water fountains at all venues.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Principle 12: Responsible consumption and production</td>
<td>Official merchandise stores offering reusable landfill biodegradable corn starch bags only on request. Plastic straws banned in venue.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Principle 13: Climate action</td>
<td>Materials and Packaging Policy provides strong control of materials entering venues to maximise recycling rates. Extensive waste reduction initiatives undertaken from scope and sourcing through to disposal.</td>
<td></td>
</tr>
</tbody>
</table>
## 1.1 Planning a sustainable GC2018

<table>
<thead>
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<th>Key GOLDOC initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspire Inclusion</td>
<td>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights</td>
<td>Principle 2: Businesses should make sure that they are not complicit in human rights abuses</td>
<td>First Commonwealth Games with equal medal events for men and women.</td>
</tr>
<tr>
<td>+ Inclusion and diversity</td>
<td>Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</td>
<td>Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation</td>
<td>First Reconciliation Action Plan (RAP) developed for a major event in Australia.</td>
</tr>
<tr>
<td>+ Accessibility</td>
<td></td>
<td></td>
<td>Accessibility Consultant engaged to provide technical guidance to departments on accessibility compliance requirements.</td>
</tr>
</tbody>
</table>

- First Commonwealth Games with equal medal events for men and women.
- First Reconciliation Action Plan (RAP) developed for a major event in Australia.
- Accessibility Consultant engaged to provide technical guidance to departments on accessibility compliance requirements.
- All venues designed to be accessible for people with accessibility needs.
- All communications WCAG 2.0 compliant.
- Largest para-sport program in Commonwealth Games history, further promoting integrated competition.
- Developed Human Rights Policy and undertook stakeholder engagement with key departments and Australian human rights experts to identify key risks.
- Supported establishment of Pride House and its operation during GC2018.
- Undertook Pride in Sport organisational benchmarking.
- Socio-economic inclusion through affordable tickets and four (4) free events. Free cultural program.
1.1 Planning a sustainable GC2018

1.1.4 Legacy Program
GOLDOC has aligned its planning to support delivery of the Embracing 2018 Legacy Program. The Embracing 2018 Legacy Strategy articulates the shared ambition between the Queensland Government, City of Gold Coast (City), Federal Government, GOLDOC, Commonwealth Games Australia (CGA) and the Commonwealth Games Federation (CGF) to deliver enduring legacy outcomes. GC2018 has provided a unique opportunity for Federal, State and Local levels of government to collaborate and design a legacy for GC2018 that can have far-reaching benefits. While the State government, with the support of the City is responsible for delivering the Embracing 2018 Program, many GOLDOC initiatives contribute to the legacy benefits identified in the strategy as outlined below.

- Building peaceful, prosperous and sustainable communities
  - Largest para-sport program in Commonwealth Games history
  - First multi-sport event to achieve gender equality providing an equal number of medal events for men and women
  - Accessible and inclusive Queen’s Baton Relay which showcases sustainability

- Highlight trade and investment opportunities in Australia
  - Generate procurement opportunities for Australian businesses
  - Industry engagement to improve sustainability practices and maximise future opportunities
  - Demonstrate Australia’s capability in delivering large-scale events

- Increased sense of inclusion, diversity and community pride in Queensland communities
  - Procurement and employment opportunities for Aboriginal and Torres Strait Islander peoples
  - Diverse and inclusive Festival 2018 program supporting professional and cultural development
  - Estimated $2.5 million generated in Queensland accommodation, catering and function space bookings by GOLDOC

- Demonstrate a leading model for sustainable event delivery on the Gold Coast
  - Deliver GC2018 to international standards of best practice and share knowledge with our Games Delivery Partners
  - Long-term venue and transport infrastructure legacy benefits
  - Greater understanding of the Gold Coast’s capacity to deliver a mega-sporting event sustainably
1.2 About the report

This is the third Sustainability Report (Report) to be published by GOLDOC and covers the reporting period from 1 July 2016 to 31 December 2017.

Previously published reports can be viewed on our website.

As with previous reports, 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 the previous reports’ publication, 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.

1.3 About GC2018

Since July 2016, strategic and operational planning has continued to advance and GOLDOC has largely mobilised into venue teams.

The construction program, led by the Department of State Development (DSD) was completed during the reporting period.

In the latter half of 2017, venue overlay construction commenced on a number of venues and the functional area (FA) organisational structure began the transition into cross-functional venue teams.

The organisation’s focus now shifts to operational readiness to ensure the delivery of a great Commonwealth Games in April 2018.

The sport competition program and venues have not undertaken any major changes since the last reporting period. The first venue operational planning (VOP) program was completed in July 2016 and focused on integration of FA planning at each venue. The process achieved numerous efficiencies and consistency across all competition and key non-competition venues.

The second venue operational planning (VOP2) process was completed in November 2017. This process validated operational requirements for each venue, including venue layout, transport, spectator experience, accreditation and workforce and again led to further efficiencies. Some operational trials were also held which provided valuable insights for the venue teams pre-GC2018.
1.3 About GC2018

1.3.1 Key milestones
Over the reporting period key milestones included the Queen’s Baton reveal at the 500 days to go milestone in late 2016 and later the Queen’s Baton Relay launch in London on Commonwealth Day in March 2017, the volunteer recruitment launch and later the volunteer uniform reveal. The ‘1 year to go’ celebrations coincided with the ticketing program launch in April 2017. The Chef de Mission Seminar was also held in late 2017 providing vital information for each of the Commonwealth Games Associations and key FAs.

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

Ministerial appointment
GOLDOC welcomed the appointment of The Honourable Kate Jones MP as Minister for Tourism, Major Events and The Commonwealth Games in February 2017, replacing The Honourable Stirling Hinchliffe MP.

Board appointments
During the reporting period, the GOLDOC Board had four new members appointed (two males and two females) and one member who resigned (female).

More information on GOLDOC’s Board and governance structure can be found in the Annual Report 2016-17.

GC2018 Sponsor Family
GC2018’s Sponsor Family expanded during the reporting period, with 50 new sponsors coming on board.
1.4 Awards

GOLDOC’s sustainability efforts have been recognised by the wider community over the reporting period:

**Winner** - 2016 Australian Business Award for Sustainability

**Highly commended** in Premier’s Sustainability Award 2016

**4 Star** Green Star Interiors Pilot Rating Green Building Council of Australia 2016

**Commendation** - 4th International Green Interior Awards 2017


**Finalist** - Interior Architecture - Architecture and Design Magazine’s 11th Annual Sustainable Building Awards 2017

Chelli Easson, Jamie-Lee Taylor and Michael Whitehead from GOLDOC with the Human Rights Award
1.4 Awards

Our Games Delivery Partners have been recognised for their efforts, amongst these are the following awards:

2017 Premier’s Awards for Excellence, Performance Winner:

GC2018 Venues Program, Project Delivery, Major Projects and Property, DSD.

DSD was responsible for managing the planning, design, procurement and construction of three new venues and major upgrades to a further seven venues required for hosting GC2018.

The $320 million investment in sport and community infrastructure has supported approximately 1,000 jobs during the design and construction stages. The competition venues were completed within budget, well ahead of GC2018 and will provide long lasting benefits to Queensland’s economy and residents, with all venues designed to provide the best possible infrastructure, economic, sporting and community legacy.

The delivered venues met or exceeded benchmarks stipulated by the CGF and are flexible and sustainable facilities. The venues satisfy International Sports Federation competition standards, and have been welcomed by the community, as demonstrated by demand for bookings and usage.

2017 Gold Coast Urban Design Awards – Urban Design Award

Carrara Sports and Leisure Centre Award

The $105 million Gold Coast Sport & Leisure Centre that will host the GC2018 badminton, para powerlifting, weightlifting and wrestling competition.

Building of the Year at the 2017 Gold Coast/Northern Rivers Regional Architecture Awards

Coomera Indoor Sports Centre - Completed in August 2016 and host to artistic, rhythmic gymnastics and netball grand finals.

Post-GC2018 both venues will support a range of sport and community groups that will use its world-class class competition and training facilities.

Parklands, also developed by the State Government, is the largest urban renewal project on the Gold Coast and home of the Commonwealth Games Village. It achieved a 6 Star Green Star – Communities rating from the Green Building Council of Australia, representing ‘world leadership’ in the design and delivery of sustainable communities which is an industry first for Australia.

Parklands also achieved a 6 Leaf EnviroDevelopment Rating from the Urban Development Institute of Australia.
1.5 Organisational growth

During the reporting period many new key staff filled important positions that continue to drive progress as we move towards mobilisation, readiness and delivery.

Recruitment took place within nearly every FA over the reporting year and by the end of the 2017 calendar year, GOLDOC had a total of 1,163 employees, a 60% increase from the start of the reporting period where there were 727 employees. While this rapid increase is usual for a Games environment it was highly unusual for a regional Australian city.

This data indicates that the majority of GOLDOC employees largely sat within the 31-49 year age bracket. There were double the number of female employees in the under 30 bracket, more females than males in the 31-49 age bracket and more males than females in the over 50 years of age bracket by a ratio of 3:2.
The majority of the workforce were in full time work and over the reporting period a number of employees commenced GOLDOC as part-time, secondees, work placements and interns.
1.5 Organisational growth

Within the GOLDOC leadership team, which was defined as CEO, General Manager or Head of Department level, there was an increase in the number of females from 7 to 10, while the number of males remained the same at 17.

During this time GOLDOC appointed two (2) additional female General Managers to support an evolution of the GOLDOC structure which saw the formation of a Sport and Operations division, responsible for Sport, Village Operations, Games Operations and Games Family Services and a Marketing and Communications division, responsible for overseeing the Communications, Public Relations and Marketing.

As part of this restructure the sustainability team moved under the Strategic Engagement division, working alongside the Engagement, Government Relations and Queen’s Baton Relay teams.

GOLDOC’s employees continue to be engaged under employment agreements, with overall terms and conditions in excess of any applicable industrial instruments.

Percentage of individuals within GOLDOC governance bodies (CEO, GMs, Heads of) identified as the following:

- **1st July 2016**
  - Male: >50 years of age, 31-49 years of age
  - Female: >50 years of age, 31-49 years of age

- **30th September 2017**
  - Male: >50 years of age, 31-49 years of age
  - Female: >50 years of age, 31-49 years of age

- **30th June 2017**
  - Male: >50 years of age, 31-49 years of age
  - Female: >50 years of age, 31-49 years of age

- **31st December 2017**
  - Male: >50 years of age, 31-49 years of age
  - Female: >50 years of age, 31-49 years of age
1.5 Organisational growth

1.5.1 Local hires and diversity
GOLDOC sought to recruit and retain a local and diverse team of event professionals. Local hires were defined by their postcode at point of application.

The approach also supported indirect economic benefits for the region through jobs growth and capacity building for the local workforce.

There were some hiring challenges due to the short-term nature of many roles. Additionally, given the Gold Coast is a regional city, there were also factors around transportation, population size, local knowledge and experience.

GOLDOC developed its hiring strategy to specifically target and engage with communities and groups that would support a diverse and inclusive workforce. It was important to GOLDOC that these groups did not miss out on opportunities because they were not visible.

Other initiatives delivered to support positive local outcomes include:

+ Working with organisations such as the Australian Training Company, a not-for-profit organisation focused on promoting workforce participation for apprentices, trainees and students to recruit employees.
+ Engaging with Indigenous job network agencies to help attract and recruit Aboriginal and Torres Strait Islander candidates.
+ In partnership with the City, supporting a traineeship program linked to a Certificate II in Business. This program also led to 3-month work placements.
+ Hosting trainees as part of the Skilling Queenslanders for Work Business Traineeship Program.
1.5 Organisational growth

1.5.2 Training and development

Over the reporting period GOLDOC worked with Official Training Partner, TAFE Queensland, to develop training programs for workforce and volunteers.

In readiness for GC2018, training packages have been designed to upskill local staff in major event delivery and event management leadership, as well as increase local cultural awareness. It also incorporated general professional development elements to support job performance and post-GC2018 career advancement.

Core training programs offered to all GOLDOC staff included organisational and event policy compliance, workplace health and safety (WHS), first aid, event management leadership, professional development (resilience and mentoring), cultural awareness and front-line leadership training.

Many GOLDOC FAs, in conjunction with key contractors, have and will deliver their own training and internship programs to support their operations and further local employment and capacity building outcomes. Some examples demonstrating the scope and scale of training initiatives include:

+ NEP, GOLDOC’s appointed Host Broadcaster, will provide internship and work experience opportunities to over 200 students.
+ Security FA will train up to 4,000 staff and contractors on human rights issues like use of force, searching people with disabilities, people who identify as intersex or transgender and homelessness issues.
+ Workforce FA have delivered Unconscious Bias Training to hiring staff. This training provides a better understanding of factors that could impact the fair and equal consideration of candidates.
+ Logistics FA will deliver logistics operation, forklift, first aid and white card training to over 60 key staff.
1.6 Volunteer Recruitment

GOLDOC’s peak volunteer recruitment drive took place during the reporting period. GC2018 requires the support of up to 15,000 volunteers across a wide variety of roles. Roles range from medical positions requiring volunteer doctors and physiotherapists, to sports positions such as technical officials as well as spectator focused roles.

GOLDOC made a public commitment to recruit a diverse group of volunteers with a broad array of talents, skills and experience representative of Queensland’s diverse population. GOLDOC encouraged people of all cultures, faiths, ages, sexual orientation and ability to be part of the GC2018 Volunteer Program. The aim of the program was to provide an accessible and integrated recruitment process and work environment that broke down barriers and enabled a fair and consistent experience for all volunteers.

GOLDOC received over 47,000 applications and of these just shy of 1,000 applicants identified as having a specific accessibility, mobility and/or medical requirement. GOLDOC was able to facilitate support and reasonable adjustments to help successful applicants with an accessibility requirement undertake a GC2018 role.
1.7 Volunteer training

Volunteer training will be delivered online by TAFE Queensland and all interactive elements, including subtitles, animations and videos, will meet the national accessibility guidelines (WCAG 2 standards). The training content will be developed to cater to a diverse range of learning styles.

Aspects of diversity, cultural awareness, inclusion, accessibility and sustainability will be integrated throughout the training program.

The training will also include components such as a Welcome to Country, Acknowledgement of Country, information on First Nation Languages of Australia, the integrated para-sport program, the RAP and Indigenous Culture, Embracing 2018: Legacy Program, valuing safety and wellbeing, GC2018 sustainability priorities, accessibility – valuing diversity and inclusion, and child protection.
1.8 Griffith University Internship Program

Building on the success of the internship pilot program in 2016, the GC2018/Griffith University Internship Program grew in the reporting period, with 109 students participating across six intake periods.

<table>
<thead>
<tr>
<th>Intake</th>
<th>Number</th>
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<tbody>
<tr>
<td>P1</td>
<td>9</td>
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<tr>
<td>P2</td>
<td>10</td>
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<td>P3</td>
<td>14</td>
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<td>P4</td>
<td>25</td>
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<td>P5</td>
<td>25</td>
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<td>P6</td>
<td>26</td>
</tr>
<tr>
<td>P7</td>
<td>130</td>
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</table>

An additional 130 students were offered roles for the P7 intake (commencing January 2018) during the reporting period.

The P7 intake is the largest group of Griffith University students to undertake an internship at the same time at the same company.

- Number of Griffith University interns contracted for paid work on completion of their internship: 61
- Number of Indigenous trainees: 10
- Number of Indigenous trainees contracted for paid work on completion of their internship: 10

This unique program has successfully delivered a range of outcomes for students:

- Practical experience in a high pressured, commercial, project based work environment
- Enhanced interpersonal skills and professional networks
- Practical skills to contextualise further academic learning

Interns

- Total: 239
- Undergraduate students: 121
- Post graduate students: 9

Interns now in paid work at GOLDOC: 45

Identified as Aboriginal or Torres Strait Islander: 3

50% of P6 interns gained paid employment with GOLDOC following their internship

116 Domestic student
- 14 International students
- 99 from Gold Coast campus
- 31 from Brisbane campus
- 1 from online campus

GOLDOC Sustainability Report  Pre-Games 1 Jul 2016 - 31 Dec 2017
Students participating in the program have also enjoyed employment opportunities. A total of 53 interns have taken up paid work with GOLDOC following their internship and an additional 6 interns have found paid work elsewhere, including with TAFE and Griffith University.

“Our interns have gained invaluable work and life experience in a commercial organisation operating under pressure. The training received can be transferred into many employment opportunities and roles.” Michael Powell, Academic Director, Commonwealth Games Partnership

The internship also includes a complementary academic program, to develop students’ academic capability, time management skills and to provide an opportunity for reflection on lessons learned throughout their internship.

In addition to the GOLDOC supported Internship Program, Griffith University have facilitated opportunities for engineering students to work within the Commonwealth Games Village (Village) construction program, gaining practical, hands-on experience in a large-scale construction project. Other engineering interns have also worked on venues such as the Anna Meares Velodrome, measuring and estimating the ventilation required to provide both a comfortable spectator experience and a warm track environment for competitors.

“The internship was invaluable in gaining my position as a fulltime GOLDOC employee; I never would have received this job if it wasn’t for the knowledge and skills gained throughout my twelve-week internship.”

-Zanthe Heaton (GC2018 Venue Management Intern)
GC2018 Sustainability Priorities
2.1 Sustainable Procurement

GOLDOC’s approach to sustainable supply chain management was covered in detail in our last report. For context, the key elements to our management approach can be summarised as follows:

+ Conduct a detailed spend analysis across all GOLDOC procurement categories to identify high sustainability risk and opportunity areas.
+ Develop a Sustainable Sourcing Code (Code) that sets minimum requirements for all goods or services supplied to GOLDOC.
+ For particularly high risk or opportunity procurements, develop Sustainability Category Management Plans which are specifications that apply in addition to the Code’s requirements.
+ Integrate sustainability into GOLDOC’s procurement policies and processes – from targeted pre-tender industry engagement, to initial tender scope development, through to reporting and contract close out.
+ Mandate that high sustainability risk contractors must have or develop a Sustainability Management Plan that will apply to their GC2018 delivery.
+ Develop supplier audit and incident management procedures.
+ Monitor and measure supplier performance against the Code and additional sustainability requirements as applicable.

2.1.1 Our performance

GOLDOC’s sustainable procurement program hit full stride during the reporting period. Key initiatives that took place included:

+ Continued work toward local and Indigenous supply objectives.
+ Continued review of GOLDOC’s sustainable procurement risk profile using latest spend category detail and input/output analysis structural path data.
+ Review, refinement and re-assessment of GOLDOC’s procurement process against ISO 20400 best practice guidelines.
+ Implementation of new software systems for supplier sustainability reporting to ensure Code compliance, monitor contractor flights and air freight, and track organisational targets for local and Indigenous supply.
+ Further review of contract packages and requirement rationalisation.
+ Work with Games Delivery Partners to cost share and optimise procured asset and infrastructure legacies.
2.1  Sustainable Procurement

2.1.2 Local and Indigenous supply

GOLDOC’s early approach was to work with Games Delivery Partners to identify supply opportunities that aligned with local and Indigenous market capacity. Games Delivery Partners also delivered a range of supplier awareness and capability uplift initiatives to support businesses who wish to tender for GC2018 contracts.

Where appropriate and aligned with the Code’s value for money principle, GOLDOC procurement continued to benefit local and Indigenous businesses and support positive legacies for the region. ‘Local’ for GC2018 includes Australia and New Zealand, however, wherever possible GOLDOC has continued to look for explore opportunities to source from locations close to our location of operations, being the Gold Coast and South East Queensland.

Of the above figures, 99 contracts were to Indigenous owned suppliers.
2.1 Sustainable Procurement

2.1.3 Supply chain sustainability risk profile

GOLDOC’s general social and environmental supply chain risk profile did not materially change during the reporting period. This was mainly because GOLDOC’s overall spend remained static. The only change to GOLDOC’s budget that resulted in a material change to our supply chain risk occurred in late 2016 when GOLDOC assumed responsibility for the planning and delivery of Festival 2018 on the Gold Coast.

Cross-movements and budget refinement over the reporting period resulted in minor changes to GOLDOC’s list of identified high sustainability risk procurements.

<table>
<thead>
<tr>
<th>High impact procurements</th>
<th>Environmental</th>
<th>Social</th>
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</thead>
<tbody>
<tr>
<td>Waste and Recycling Contractor</td>
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<tr>
<td>Merchandise Products</td>
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<tr>
<td>Overlay Delivery Partner</td>
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<tr>
<td>Contract Security Workforce</td>
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<td>Host Broadcaster</td>
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<tr>
<td>Ceremonies Production Company</td>
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<tr>
<td>Games Headquarters Fit-Out</td>
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<td>Bus Systems</td>
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<tr>
<td>Tents and Exhibition Fit-Out</td>
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<tr>
<td>Sport Equipment</td>
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<tr>
<td>Temporary Buildings and Fences</td>
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<tr>
<td>Festival Production Company</td>
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<tr>
<td>Carrara Civil, Track and Structural Works</td>
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<tr>
<td>Look Production and Installation</td>
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<tr>
<td>Timing, Scoring and Results</td>
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<td>High</td>
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## 2.1 Sustainable Procurement

<table>
<thead>
<tr>
<th>High impact procurements</th>
<th>Environmental</th>
<th>Social</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture, Fittings and Equipment</td>
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<td>Sports Presentation Delivery Partner</td>
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<tr>
<td>Broadcast lighting</td>
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<tr>
<td>Temporary Heating, Ventilation and Air Conditioning</td>
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<tr>
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<tr>
<td>Medal Design and Production</td>
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<tr>
<td>Games Fleet</td>
<td>High</td>
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<tr>
<td>Uniform Design &amp; Production</td>
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<td>High</td>
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<tr>
<td>Cleaning contractor (games time)</td>
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<td>High</td>
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<td>Water and waste systems and supply</td>
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<tr>
<td>Fuel procurement</td>
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</tbody>
</table>
2.1 Sustainable Procurement

The biggest and most certain environmental impact across all GOLDOC procurements remained global warming potential. This is because the key environmental impact drivers for almost all identified categories were electricity use and fossil fuel depletion within Australia. Energy consumption for metal, textile and chemical production in China was also a factor for some categories.

The hotspot analysis refresh also confirmed GOLDOC’s key social risk areas across all suppliers.
2.1 Sustainable Procurement

Social supply chain risks were further categorised into 8 risk profiles:

Supply chain risk profiles

- Textiles
- Plastic Goods
- Business Services
- Electronic
- Construction Services
- Communications
- Food Products
- Paper Products

2.1.4 Sustainability tender performance

The majority of GOLDOC’s key tenders were conducted during this reporting period. All GOLDOC tenders included a requirement to comply with the Code.

Contracts for the remaining 28 identified high risk categories were also awarded during this reporting period. The Sustainability team directly participated in the scoping and evaluation of most of those contract packages. Categories that the Sustainability team were not directly involved in were either assessed against sustainability criteria by other areas of the organisation or the impacts were considered too dispersed for GOLDOC to influence through the tender or post-award contract management process.¹

The 28 high risk categories were split into 60 contract packages. During the reporting period, 151 suppliers responded to those 60 contract packages. Of those respondents, GOLDOC screened 150 suppliers across the 60 packages for environmental and social risks. Criteria included the minimum requirements and aspirations in the Code, the Materials and Packaging Policy and category specific criteria as appropriate.

¹ For example, the Sports Equipment category was split over 100 individual contracts for various sport specific items. Most items procured had to meet particular International Federation requirements for the relevant sport. In keeping with GOLDOC’s risk based materiality approach, the Sustainability team only directly participated in the highest value or risk sport equipment procurements. The balance of sport equipment procurements included sustainability requirements and suppliers were screened by the Sport team on a case-by-case basis. For the purpose of reporting accuracy, Sport Equipment figures have been omitted from the % suppliers screened figures in this section.
Beyond high risk categories, a range of other procurements were screened for environmental and social criteria. Factors influencing the degree of sustainability screening included:

- Potential for environmental site impacts during delivery. This meant a significant number of additional tender packages were screened specifically for site based environmental management practices and performance.

+ Nature of the procurement and potential for high social risk despite low contract value. This meant a significant number of contracts for low value textile or plastic items were also screened for social criteria.

In total, GOLDOC screened respondents to 105 of 167 contract packages for specific sustainability criteria during the reporting period. This represented 88% of the total contract value awarded over the reporting period.

² Other specialist areas of the business independently screened respondents against targeted criteria for Workplace Health and Safety, Industrial Relations or Reconciliation Action Plan contribution. While relevant to sustainability, these statistics are not included in these figures for clarity as they do not directly relate to environmental or labour rights criteria.
2.1 Sustainable Procurement

**Case study**

In the last report, GOLDOC discussed the appointment of our Master Licensee, Matevents, and our collective commitment to ensure all GC2018 merchandise was responsibly and ethically sourced. Key considerations were textile and plastic components that typically form part of a merchandise program.

During the reporting period, in addition to the performance measures above, Matevents and GOLDOC’s Licensing team also screened 100% of sublicensee applicants against the environmental and social requirements set out in the Code – particularly labour rights provisions and Ethical Sourcing Principles.

As a result of the licensee screening process, GOLDOC and Matevents identified several opportunities to help sublicensees improve their own sourcing and supply chain management practices. For example, Borobi plush production was identified as key risk area within the broader licencing program. The proposed manufacturing facility already held SEDEX membership and had previously supplied to several high profile international mega sporting events and multi-national corporates. However, to better demonstrate compliance with GOLDOC requirements and to support continual improvement legacies, Matevents sponsored the manufacturing facility to implement and third party certify to SA8000 – Social Accountability International.

Beyond social and environmental risk management, GOLDOC’s licensing program has continued to offer opportunities to support local and Indigenous participation. In our last report we discussed the Licensing ‘Meet the Buyer’ forum. Since that forum, Indigenous companies have delivered 58 products for GC2018 (includes bespoke items with RAP and GC2018 branding). This is expected to reach a total of 75 items. Of those products, 39 will form part of the GC2018 merchandise retail range.
2.1 Sustainable Procurement

The Licensing program included 29 Licensees and Sub-Licensees:

- 27 Australian Companies
- 13 sub-licensees and licensees manufactured product in Australia (44%)
- 3 Government (Australia Post, Royal Australian Mint and QLD Department of Transport and Main Roads)

Of the 21 Sub-Licensees:

- 20 are Australian Companies
- 8 sub-licensees manufactured product in Australia (38%)
- 11 located in QLD and Northern NSW (local) (52%)
- 3 companies are majority owned by Aboriginal or Torres Strait Islanders (14%)
- 6 companies employ Aboriginal or Torres Strait Islanders (28%)
- 4 of these have over 50% employees being First Nation People
2.1 Sustainable Procurement

The GOLDOC Licensing team are also responsible for supporting GC2018 sponsors to develop their range of giveaways and sponsor branded items for the event. The Licensing team review and approve sponsor proposals, which includes an assessment of sustainability criteria against the Code. Once a product is approved, sponsors are given the option of leveraging our Master Licensee’s supply chain to ensure GOLDOC sustainability requirements will be met during production. Sponsors are able to produce GC2018 branded merchandise through their own suppliers on condition that they can demonstrate GOLDOC’s environmental and labour rights criteria will be met. Sponsors are also actively encouraged to provide giveaways that will have keep sake value for recipients to minimise potential waste.

It should also be noted that the GOLDOC merchandise program specifically focused on producing lifestyle products that will be valued and used after GC2018.

2.1.5 Supply chain structure

GOLDOC monitors its supply chain structure through monthly supplier reporting, particularly for suppliers identified as high risk for social impacts like labour rights. We do this to maintain visibility of manufacturing facilities and ensure all goods are produced under the facility standards, systems and certifications agreed at contract award. To date, there have been no reported changes to our supplier’s significant locations of operation that were material to environmental or social sustainability performance.
2.1 Sustainable Procurement

Uniform case study – example of supply chain visibility

With over 17,000 volunteers, staff and officials to uniform, GC2018 uniform production and supply has been another key focus for GOLDOC. The final uniform scope included individual items such as polo shirts, hats, drink bottles, socks and shoulder bags. GOLDOC developed specific environmental and labour rights performance criteria to include in the scope of works tender package. Responding suppliers varied in their ability to meet the criteria, however, feedback received was that regardless of success, our tender specifications had prompted respondents to re-assess their own supply chain management performance and commit to improvements.
Ultimately, GOLDOC was pleased to award the package to Hard Yakka, a Workwear Group brand. Key aspects of Hard Yakka’s tender success were its robust management systems, supplier policies and demonstrated visibility of significant locations of operation across its textile supply chain - from fibre sourcing, textile production through to garment manufacturing. These were key ‘value for money’ considerations for GOLDOC, providing comfort that all GC2018 uniforms would be delivered to high quality, environmental and ethical production standards.

Following award, GOLDOC, Hard Yakka, the Queensland Department of Health and the Queensland Cancer Council collaborated on research into sun safe uniform design principles. This research was reflected in the final GC2018 uniform and has also delivered legacy outcomes like the development of the Gold Coast Hospital and Health Service Mass Gathering Guide. This Guide includes sun safety guidance for event organisers on topics like sun smart uniforms, shade creation, UV and heat illness, sun safety, education and awareness. GOLDOC also worked with university partners to develop a new Australian Standard for sun protective clothing.

The final uniform design and specification featured:

- Distinctive bold and bright GC2018 brand elements reflecting the Gold Coast and featuring Indigenous artwork from the RAP program.
- Cancer Council Queensland ‘SunSmart’ endorsement and compliance with Australian and New Zealand Standards for Sun Protective Clothing, as well as meeting Queensland Health’s Sun Safety Guidelines for Mass Gatherings.
- Fabrics that:
  - are breathable, lightweight and incorporate anti-microbial performance
  - rated UPF 50+
  - carry OEKO-TEX Standard 100 certification
  - are produced at manufacturing facilities with an ISO 14000 Environmental Management System in place.
- A wide brim Panama style hat has a UPF 50+ rating tested and accredited by ARPANSA (Australian Radiation Protection and Nuclear Safety Agency).
- All garments and fabrics are manufactured at facilities and mills that comply with Workwear Group’s rigorous Ethical Sourcing Policy.
- The tote bag forming part of the uniform kit is made with PET recycled content.
2.1 Sustainable Procurement

2.1.6 Process improvement

As previously reported, in early 2016 GOLDOC engaged KPMG to assist with a procurement process review. The review factored GOLDOC’s sustainability objectives and aspirations to improve performance against British Standard BS8903 (then best practice standard for sustainable procurement). Resulting recommendations were implemented ahead of GOLDOC’s primary procurement period for GC2018.

In April 2017, GOLDOC reassessed its procurement processes against ISO 20400 (the newly launched best practice standard for sustainable procurement superseding BS8903). GOLDOC’s practices scored highly at 4 or 5 across the majority of criteria. This outcome far exceeded expectations and is result of collaborative efforts of Procurement, Sustainability and procuring FA teams across the business.

Print panel case study

In November 2016 GOLDOC appointed a supplier panel to deliver sustainable print services for the GC2018 publications program.

To prepare for this tender the GOLDOC Marketing, Procurement and Sustainability teams engaged with industry bodies like the Print Industry Association of Australia (PIAA) and major paper merchants to understand local market capabilities regarding:

+ The supply of sustainable publications quality paper stock.
+ Sustainable print service operational practices.

The PIAA provided valuable feedback on GOLDOC’s intended tender specification for print panel members, namely that some of the management systems and certifications GOLDOC was asking suppliers to evidence could challenge local market capacity. In light of this, GOLDOC revised its specifications, replacing a previous requirement that panelists would have and maintain an ISO 14001 Environmental Management System with a requirement to hold Sustainable Green Print Level 2 or 3 certification (SGP). SGP is an ISO 14001 pathway program specifically developed by the PIAA to help printers improve their sustainability practices.

Ahead of the tender being released, GOLDOC suggested that the PIAA and DSD collaborate to deliver training to South East Queensland printing business regarding:

+ How to complete GOLDOC’s tender documentation.
+ The benefits of SGP certification and how to obtain it.

A total of 19 business attended the training session with a number going on to complete SGP certification ahead of the tender release. The program was so successful that DSD and the PIAA are continuing it as a means of driving long term sustainability performance improvements across the SEQ print industry.

GOLDOC was pleased to appoint two Gold Coast and two Brisbane based printers to its publications print panel for GC2018. The appointees provided a mix of sustainable printing services, each with their specialisations, and each receiving work accordingly.
2.1 Sustainable Procurement

2.1.7 Other key risk mitigation, cost reduction and value creation activities

Hire strategy
GOLDOC chose to hire goods rather than procure outright wherever appropriate. This strategy supported a range of sustainability and legacy benefits which are outlined further in the carbon emission and waste sections of this report. In relation to sustainable procurement, GOLDOC’s hire strategy supported re-use benefits such as avoidance of embodied energy and social risk related to production of goods. Hire and buy back arrangements were also considered cost-effective and flexible options.

Requirement rationalisation
Before GOLDOC began developing tender scopes, a significant amount of work was done across the organization to rationalise and reduce the scope of goods being procured.

GOLDOC developed a contract packaging plan to increase economies of scale and reduce tendering and contract management complexity. For example, where multiple event delivery functions required event staging services, a single tender package was developed with input from all relevant FAs.

At the business requirements level, GOLDOC also undertook extensive review of Games-wide technology requirements and items like furniture fittings and equipment. Existing venue equipment was also used where possible. Cost, space, logistics and sustainability impacts were all drivers to ensure GOLDOC did not procure excessive product. GOLDOC took a similar approach to consolidating software system solutions, such as procuring or developing software that served the needs of as many business and event delivery areas as possible.

Where possible, GOLDOC also leveraged existing government or partnership supply arrangements to reduce cost and avoid unnecessary waste. For example, GOLDOC’s Medical team leveraged Gold Coast Hospital and Healthcare consumable contracts to reduce cost and ensure any unused GC2018 supplies could be used by local hospitals post event.
Other efficiencies and innovation

GOLDOC FAs considered efficiencies and opportunities for innovation at all stages of planning. A complete account is beyond the scope of this report, however a few representative examples include:

CGF’s Athlete Allocation System. The CGF introduced a new system for GC2018, providing improved certainty around team sizes. As previously reported, clearer expectations around team sizes allowed GOLDOC to effectively ‘ring fence’ 300 athlete places for para sport athletes, resulting in more than a 30% increase in participation from Glasgow 2014. Certainty of team sizes also allowed GOLDOC to plan its Village with confidence, knowing that late entries would not overcrowd or cause additional accommodation costs. It also allowed GOLDOC to plan its competition schedule with greater certainty, which in turn generated scheduling efficiencies that eliminated the need for an entire competition venue at Carrara.

GOLDOC Accommodation Portal. This portal was developed following a comprehensive review of all available room stock on the Gold Coast. This exercise had never been completed before and the data legacy for tourism bodies is expected to provide significant value. The system also allowed GOLDOC to better co-ordinate accommodation for technical officials and Games Partner agencies which will realise significant cost savings and operational efficiencies. For example, the portal will allow GOLDOC to accommodate technical officials, police and emergency services personnel in hotels within walking distance to their venue. This means a reduced transport impact and much improved experience for those constituents.

The Broadwater, Gold Coast
2.1 Sustainable Procurement

2.1.8 Economic and asset legacy outcomes

The wider economic impact of GC2018 will be assessed and reported on by the Queensland Government. The economic impact of GOLDOC’s contribution is hard to quantify in dollar terms given event delivery is best described as a legacy enabler, as opposed to specific programs that received funding to support legacy outcomes. For example, GOLDOC worked hand-in-hand with venue owners to ensure upgrades and equipment installs met GC2018 requirements while optimising legacy outcomes. The purpose of this section is to provide some examples of specific GOLDOC initiatives that will support economic and legacy outcomes into the future.

Case study – Security

A key GC2018 legacy objective for Games Partners was to improve the perception of safety on the Gold Coast. The GOLDOC Security team, in collaboration with Games Delivery Partner agencies such as the Queensland Police, delivered a range of initiatives that align with this objective.

GOLDOC Security contracted the four largest security service providers in Australia to deliver security workforce for GC2018. GOLDOC worked with these four prime suppliers to establish an Enterprise Bargaining Agreement to ensure subcontracted workers receive equal employment conditions, including equal pay.

In February 2017, GOLDOC delivered a 'meet the primes’ session for Indigenous security contracting companies. Eleven (11) Indigenous business attended the session with three (3) winning GC2018 work. An unexpected outcome was that other attending business were engaged by the primes for non-GC2018 event work. As a result of this engagement session, a further prime went on to develop and implemented their own Reconciliation Action Plan in March 2017.

GOLDOC Security has also incorporated Human Rights and accessibility awareness content into the training package that will be delivered to the security workforce. The training will be delivered online and face-to-face, covering issues like use of force, searching people with disabilities and those who identify as intersex and managing homelessness issues.
GOLDOC’s Security team has also procured a temporary and permanent Closed Circuit Television (CCTV) solution across venue precincts to support GC2018 security operations. This includes supporting infrastructure like microwave connections, fibre cabling and server upgrades. Delivering legacy outcomes was a key planning principle for CCTV delivery, with temporary cameras used only where infrastructure was limited or camera locations were inappropriate for post-GC2018 use. As a legacy, 350 of 420 CCTV cameras will remain, increasing public safety and security in key sport venue precincts. The full legacy and economic contribution will be evaluated post-GC2018, however the simple dollar value of the equipment and installation will exceed $3 million.

Other significant legacy outcomes of the GC2018 security program will include:

+ 3,700 Queensland Police will gain experience delivering a major operation. To prepare, police were upskilled in areas of terrorism management and Behavior Observation and Suspicious Activity Recognition (BOSAR). BOSAR is a world class program that allowed officers to identify and disrupt individuals who are intent on harming the public. The training enhanced an Officers’ ability to identify warning signs of criminal intent and stop activity before it endangered the public.

+ The Gold Coast District Police Operations Centre has received a major upgrade in readiness for GC2018. The center can now connect with the above mentioned CCTV network and is better equipped to respond major events such as natural disasters or investigations.

Lessons learned from the development of the GC2018 safety and security program contributed to the development of the Federal Governments Crowded Places Strategy. The Crowded Places Strategy was released in August 2017 and GOLDOC has and will continue to participate in working groups like the Australia and New Zealand Counter-Terrorism Committee Working Group on Crowded Places.
2.1 Sustainable Procurement

Case study – Asset Disposal Framework

As outlined above, GOLDOC’s approach has been to reduce cost and post-GC2018 waste by hiring goods or procuring on a buy-back rather than purchasing outright. In some cases GOLDOC had to purchase outright due to hire market limitations or the specialised nature of the assets being procured. For outright purchases like this, FAs were asked to consider asset disposal solutions before tendering to ensure optimal legacy and minimal waste outcomes. To co-ordinate the post-GC2018 disposal process, GOLDOC’s Logistics team developed and implemented an Asset Disposal Framework.

GOLDOC’s Asset Disposal Framework required each team to complete and maintain an asset register to track the acquisition of all assets. Tracking assets as they are purchased enabled GOLDOC to plan and arrange suitable disposal solutions well in advance of GC2018. Individual asset registers were merged to provide a GOLDOC wide overview so GOLDOC could efficiently assign a disposal method based on the quantity, value and post-GC2018 fitness for purpose of each asset type.

Asset disposal methods have been categorised into waste, consumables, sale or donation. ‘Waste’ items will be disposed of in the appropriate waste stream on venue. Where possible, centrally managed re-use and recycling options were explored for any higher volume waste items like look and signage assets. Unused consumable assets will be re-categorised as ‘sell’ or ‘donate’. Assets to be sold or donated will be grouped by lots and where possible identified for collection by a recipient at venue. All remaining assets will be grouped and sold at auction.

The Gold Coast Community Fund (GCCF), GOLDOC’s official Charity Partner, was also consulted on the suitability of assets for donation and are providing recommendations for charitable organisations where appropriate.

GC2018 is the first Commonwealth Games to develop such a detailed asset dissolution framework well in advance of the event taking place. There have been challenges in keeping detailed asset registers maintained and updated, however, the disposal efficiencies and legacy outcomes will be significantly enhanced and the GC2018 model will serve as a great template for future events.
2.2 Food and Beverage

2.2.1 Our approach

GC2018 will see 70 Commonwealth nations and territories coming together to compete and celebrate the diversity of our Commonwealth. With potentially more than one million people to feed throughout the course of GC2018, sustainability considerations have been a significant part of the planning process for our food and beverage offerings.

The global movement towards sustainable food production and consumption is reflected in GC2018’s approach to food and beverage. Opportunities for local growers, suppliers and distributors have been at the heart of the planning process, with the GC2018 Food Experience providing an effective framework from which to build sustainability into the GC2018 catering program.

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

To achieve this ambition, planning throughout the reporting period has focused on sourcing ethical and seasonal food options and supporting our suppliers to continuously improve the way they provide food and beverages for major events.

2.2.2 Our performance

During the reporting period, GOLDOC appointed four caterers to deliver food and beverage services to all key client groups across competition, non-competition and training venues, as well as the Village.

With the caterers on board, the Catering FA have focused on diverse menu development across all GC2018 constituent groups. The GC2018 Food Experience has guided this planning, with caterers set to deliver 100% compliance with the benchmark standards identified.

Caterers have incorporated Aboriginal and Torres Strait Islander foods into menus where possible, particularly in Games Family lounges, and the Village will offer a large array of regional cuisines with complete nutritional detail to cater to the diverse tastes and requirements of our Commonwealth athletes. Many venues will feature sport themed menu options and spectator concessions will cater to a diverse range of dietary needs. Food and beverage prices for GC2018 will be consistent with current pricing at major venues in Queensland.

The GC2018 Food Experience and Catering Advisory Panel continue to provide guidance to the catering program and support the legacy ambitions of both GOLDOC and its Games Delivery Partners through regular food familiarisation tours involving local suppliers.
2.2.3 Meet the buyer

On 9 October 2017, GOLDOC hosted a “Meet the Buyer” event which gave approximately 70 local South-East Queensland food and beverage suppliers the chance to showcase their products and services to major Gold Coast, state and national buyers, as well as the GC2018 caterers.

Delivered with the assistance of the City and DSD, the ‘speed dating’ style event gave food and beverage suppliers two minutes to sell their wares and pitch their business to prospective buyers.

To participate, suppliers had to meet basic requirements ensuring they had the established supply chain, capability and capacity to supply at the scale required for a mega-event such as GC2018.

As a result of the event, a number of suppliers established relationships with the caterers to supply to GC2018, as well as recognising future opportunities beyond GC2018.
2.2 Food and Beverage

2.2.4 Managing catering’s environmental impacts

The Catering FA have also focused on reducing environmental impacts associated with the supply of food and beverage to venues at GC2018.

Approximately 70% of deliveries into venues for GC2018 will be for catering purposes. Due to the nature of the large amounts of goods needing to be transported, GOLDOC recognised an opportunity to improve logistics operations in the food and beverage sector.

Caterers will be required to consolidate their loads at a central checkpoint or warehouse to maximise loads and reduce the number of vehicles accessing venues. Catering vehicles can also undergo security re-sealing at venues, enabling one vehicle to be used for multiple venues without having to return to the central vehicle screening area. These modifications to logistics planning will assist in lowering carbon emissions attributable to the catering operation and improve efficiency of overnight re-stocking at venues.

2.2.5 Our way forward

GC2018 has aimed to create a sustainable food culture that encourages interaction across the supply chain, from ‘farm to fork’. GOLDOC has set a benchmark for event catering delivery, focusing on a diversity of offerings that represents the region’s produce as well as creating an inclusive food experience for everyone involved with GC2018.

As GOLDOC commences delivery of its plans, the catering focus turns to ensuring compliance with the benchmark standards identified in the GC2018 Food Experience. Catering’s interaction with waste management will also be a focus in the lead up to, and during GC2018. While GOLDOC and its caterers are making every effort to accurately scope food and beverage requirements for GC2018, there will likely be some catering surplus, particularly in the Village, where athlete movements can be unpredictable.

GOLDOC and the caterers are exploring options to distribute excess dry, canned and frozen foods to local food distribution charities immediately following GC2018.

Catering will also continue to monitor food packaging to ensure GC2018 compliance with GOLDOC’s Materials and Packaging Policy.
2.3 Environmental Impacts

2.3.1 Our approach

Central to GOLDOC’s planning for GC2018 are the legacy objectives of demonstrating a leading model for sustainable event delivery and encouraging Gold Coast communities to implement more sustainable practices. Through work conducted in other priority areas such as carbon, sustainable procurement and waste, GOLDOC has established a strong foundation to minimise impacts to the local environment, particularly local waterways and oceans, by avoiding single-use items, junky give-aways and other plastic pollutants.

There is an increasing dependence on single-use plastics in today’s society. Items such as balloons, light-weight plastic bags, plastic straws and single-use plastic water bottles end up in local oceans, beaches and waterways. Studies have identified that these plastics can contribute to marine life and seabird death and intrusion of micro-plastics into the food chain.

GOLDOC worked with suppliers and sponsors to responsibly manage these products and educate workforce, athletes, volunteers and spectators on alternative sustainable solutions to these ubiquitous items.

GC2018 Sustainable Solutions to top plastic pollutants

- Encourage reusable cups as an alternative to takeaway coffee cups
- Avoid plastic straws
- GC2018 will have free water refill stations in venues
- All GC2018 Official Merchandise stores will only have reusable bags (offered on request)
- GC2018 will be helium balloon-free event
2.3 Environmental Impacts

2.3.2 Our performance

In this reporting period, GOLDOC’s approach to managing environmental impacts moved away from operational planning and focused on GC2018 operations and supporting the legacy of establishing the Gold Coast as a sustainable events destination.

2.3.3 Sustainable Events Working Group

The Sustainable Events Working Group (SEWG) was formed in May 2016 by the City with the purpose of collaborating and advocating for opportunities to maximise sustainable management practices at Gold Coast events. This regular forum with representatives from various teams at the City, the Department of Environment and Science, and local Gold Coast business alliances has enabled collaborative and proactive management of sustainability initiatives across the Gold Coast.

A broader Queensland Sustainable Events Working Group was also formed during the reporting period with representatives from GOLDOC, Department of Environment and Science, and the four event cities comprising: the City, Brisbane City Council, Cairns Council and Townsville Council.

The purpose of the group is to share knowledge, lessons learned from GC2018 and to collaborate to achieve sustainability outcomes for Queensland and the GC2018 event cities.

It is proposed that both Working Groups will continue to convene without GOLDOC after GC2018, supporting the objective to establish the Gold Coast and Queensland as a sustainable events destination.

2.3.4 Choose Tap

The City will run a behaviour change campaign called ‘Choose Tap’, directed at residents, visitors and event patrons, in the lead up to GC2018 and beyond. An initiative supported and developed in collaboration with the SEWG, the campaign will promote Gold Coast water as being safe to drink and an accessible alternative to purchasing bottled beverages.

Single-use plastic bottles comprise 22% of all litter found by non-profit organisation, Healthy Waterways and Catchments (through their annual litter collection statistics). The Choose Tap campaign will aim to reduce the amount of single-use bottles that end up in the environment or landfill. Through stakeholder consultation, GOLDOC have found there is considerable community support for the reduction of single-use plastics such as water bottles.

In addition to Choose Tap messaging, the City will install Choose Tap water refill stations in public spaces across the Gold Coast. The Choose Tap brand will be used throughout the city for GC2018, complementing GOLDOC’s measures to reduce the volume of single-use plastic water bottles consumed in venues.
2.3 Environmental Impacts

2.3.5 Water management

The Gold Coast’s climate, being both drought and flood prone, has a significant impact on our access to potable water. With a historical focus on water conservation on the Gold Coast, water efficiency and management strategies were embedded across most existing GC2018 venues prior to GOLDOC’s involvement. While water management was not identified as a material sustainability issue for local stakeholders in the lead up to GC2018, GOLDOC has identified opportunities to capitalise on existing water efficiencies and evaluate operational planning to responsibly manage our water use.

Water efficiency measures previously implemented at Gold Coast sport and non-sporting venues include water sensitive urban design, rainwater harvesting, water efficient appliances and recycled water irrigation. The Broadwater Parklands, where a large number of people will gather for GC2018, was planned with innovative water sensitive urban design and water use initiatives. The man-made wetlands, swales, rain-water harvesting, bio-retention systems, drip irrigation and salt-water use for a wet play area, have all significantly reduced the amount of potable water consumed to maintain and operate the Parklands.

GOLDOC has also developed Water Efficiency Management Plans (WEMPs) for all permanent GC2018 competition venues. These WEMPs were created as a benchmarking tool for GOLDOC and venues to understand their water usage, manage peak demand, increase water efficiency and detect leaks. The WEMPs will include water usage data from 2005 or year of development, until GC2018. This data will demonstrate any increases or decreases in water usage, as well as show their usage during peak venue capacity.

Smart water monitors have been installed on all City owned GC2018 venues. The meters will give a detailed breakdown of water use during this peak use period. This information will be a useful legacy for venues and the local community to understand their usage at varying levels of operation and continue to improve water efficiency.

In addition to existing venue water efficiency measures, GOLDOC have approached operational planning to minimise operational water use, focusing on procuring equipment with high performing water efficiency certifications.
2.3 Environmental Impacts

2.3.6 Air quality

The Gold Coast City Candidate City File identified the good air quality the Gold Coast enjoys and the importance of this in holding a mega-sporting event. Our good air quality has the potential to help promote the Gold Coast as a great sustainable events destination, and a city for elite sport.

To further understand impacts to local air quality and demonstrate our World Health Organisation ‘good’ standard, the Department of Environment and Science (DES) is installing a trailer with air quality monitoring equipment at Southport State High School, in close proximity to the Village. In addition, as part of a collaborative research project with Griffith University and DES, the Queensland University of Technology is installing three small sensors at Southport State High School, and will install a number of sensors within the Village.

The project will provide real-time air quality data, creating the opportunity to engage athletes, visitors and locals with this important contemporary health risk area. Promoting Queensland’s good air quality both locally and internationally through public, student and scientist engagement will support the Gold Coast’s reputation as a destination for health, knowledge and sustainable events.

2.3.7 Commonwealth Games Village

In an industry first for Australia, the Village achieved a 6 Star Green Star – Communities rating from the Green Building Council of Australia, and a 6 Leaf EnviroDevelopment Mixed Use accreditation from the Urban Development Institute of Australia, representing ‘world leadership’ in the design and delivery of sustainable communities.

Sustainability principles continue through to the fit out, with LED fixtures and efficient appliances installed throughout the development. All dwellings are designed to meet the Liveable Housing Guidelines - Gold level for all 1,170 apartments and Silver level for townhouses. In a personal touch, 360 plants, which have beautified GOLDOC’s offices and were cared for by GOLDOC staff (contributing toward a 4 Star Green Star Interiors PILOT rating) will adorn the public areas in the Village.

The Village design team delivered a range of sustainability initiatives including the reinstatement of a natural creek and floodplain, sustainable building design, smart metering designed to reduce energy and water use and dedicated community spaces. All 18 apartment towers and townhouses are orientated to maximise favourable solar orientation and take advantage of local cooling breezes. A 90% recycling target for construction waste was set and low-VOC (volatile organic compound) and recycled materials were used wherever possible.
Hang up your towel

Athletes will be encouraged to hang up their towel for reuse, or if necessary put the towel on the floor to be taken for cleaning. This initiative is a first for a Commonwealth Games village, and builds on successful reductions of 30% in hotels that have implemented the initiative. It is hoped that this initiative will reduce towel usage from 2-3 per day as seen in previous Commonwealth Games, to only 2 towels every 2 days, with water and cost savings for GC2018.

In addition, athletes will be provided with gift packs upon arrival at the Village which contain: large bottles of eco shampoo, body wash (to avoid smaller individual bottles), a re-usable coffee cup and artwork on their wall from a Gold Coast student.

GOLDOC’s Accommodation FA have also worked with their accommodation providers to educate around key sustainability initiatives to reduce the impact of their operations, such as reduced room servicing, providing Choose Tap stickers in rooms to let visitors know that the water was safe to drink and public transport options.
2.3 Environmental Impacts

2.3.8 Koalas

With a koala as the GC2018 Mascot, GOLDOC has continued to work with local stakeholders to support conservation initiatives. Teams involved with habitat conservation and koala population monitoring have met regularly throughout the reporting period as a working group. The group included representatives from the City, DES, Coomera Conservation Group, the Office of the Commonwealth Games and GOLDOC.

The City also released the East Coomera koala population study and provided Coomera Conservation Group with a special briefing as well as a Development Assessment workshop. The working discussion group will continue to collaborate and share information.

Proceeds from the sale of selected Borobi mascot merchandise will be donated to the Cururmbin Wildlife Hospital Foundation to support koala rescue and conservation.

2.3.9 Our way forward

GOLDOC’s focus in the lead up to GC2018 will be on sharing the lessons learned throughout the process of planning a mega-event such as GC2018 in the context of the Gold Coast.

Water and air quality monitoring during GC2018 will provide an important baseline for mega-event delivery on the Gold Coast and form part of the package of legacy documentation to be shared with key stakeholders and Games Delivery Partners as well as future Commonwealth Games events.

Behavioural change initiatives such as ‘bring your water bottle’ and ‘say no to shopping bags’ will be rolled out during GC2018 and key plastic pollutants such as helium balloons, junk give-aways and plastic straws will be banned.

GOLDOC has continued to support the SEWG in using the example of GC2018 as a model from which to create improvements in the delivery of other events on the Gold Coast.
2.4 Carbon

2.4.1 Our approach

GOLDOC’s approach to Carbon Emissions management was covered in detail in our last report. For context, the key elements to our management approach can be summarised as follows:

+ Develop a Carbon Emissions Management Strategy to document how GOLDOC will work to profile and address carbon emissions impacts for GC2018.
+ Conduct a detailed analysis all GOLDOC operations and procurement activities to identify high carbon emissions risk and opportunity areas.
+ Develop a Code and suite of tender documents that include carbon emissions and energy use considerations.
+ Develop a Carbon Emissions Baseline Estimate to quantify the carbon emissions attributable to GOLDOC’s GC2018 activity.
+ Develop a Carbon Management Plan to guide GOLDOC planning and delivery.
+ Identify and consider opportunities for carbon emissions offsetting.
+ Establish a reporting framework to capture actual energy and emissions data.

2.4.2 Our performance

GOLDOC significantly progressed with detailed operational planning over the 2016-17 financial year. Some event functions became operational during that time, with an increasing number of operational areas mobilising and starting delivery through the first quarter of 2017-18.

Key initiatives that took place during the reporting period included:

+ Refining GOLDOC’s Carbon Emissions Baseline Estimate in line with operational planning and spend detail. In doing so, GOLDOC refined its highest impact event delivery functions as well as its highest impact goods and services contractors.
+ Completing GOLDOC’s Carbon Management Plan. The Plan guided GOLDOC’s efforts to address the impact areas identified in the Carbon Emissions Baseline Estimate.
+ Implementing new reporting and software systems to monitor energy, water and waste impacts as well as supplier activities like flights and air freight.
+ Developing carbon offsetting proposals for consideration by GOLDOC and Games Delivery Partners.
+ Continued work with Games Delivery Partner agencies such as the Department of Transport and Main Roads (TMR) to quantify and measure broader GC2018 workforce and spectator transport impacts.

For clarity this section is divided into two parts:

1. An account of progress and milestones that relate to GOLDOC’s management approach.
2. A summary of actual emissions that have resulted from GOLDOC activity.
2.4 Carbon

2.4.3 Management approach

Final Carbon Emissions Baseline Estimate

As previously reported, GOLDOC is the first Commonwealth Games organising committee to quantify operational carbon emission impacts. This is a significant task and requires the collaborative effort of numerous GOLDOC FAs. The Baseline was developed in accordance with Australia’s National Carbon Offset Standard (NCOS). The principles for emission calculations were also consistent with those outlined under International Standards, including ISO 14064:2006 and ISO 14040:2006. GOLDOC’s baseline also drew on the documented experience of the London 2012 and Rio 2016 Olympic Games.

The Baseline estimate was prepared with reference to two key data sources:

+ Operational planning data. This was information sourced from the different FAs that comprise GOLDOC. This data was preferred, as it reflected the scope and scale of actual planned activity for GC2018.

+ Financial spend data. This was information sourced from GOLDOC’s Forward Procurement Schedule and Contract Packaging Plan detail. This data was used where operational planning data was not yet available. GOLDOC used this information to perform a ‘hotspot’ analysis, similar to that undertaken for supply chain sustainability impacts, but specifically focused on carbon emissions. The analysis was careful to consider the nature of each procurement, that is, whether goods were hired or purchased outright. It also considered the legacy life of all goods procured and works delivered to ensure lifecycle impacts were properly apportioned.

By combining the two datasets above, GOLDOC was able to profile its key estimated operational carbon emissions and determine critical activities to prioritise for management and mitigation efforts.

The baseline identified 21 FAs whose activities accounted for the majority of GOLDOC carbon emissions. Of the 21, 10 FAs and their highest impact contractors represented 80% of GOLDOC’s estimated emissions.
### 2.4 Carbon

#### Total Operational Impacts

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Operational Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Venues Development</td>
<td>391,450 CO²-e</td>
</tr>
<tr>
<td>Overlay (VDO)</td>
<td></td>
</tr>
<tr>
<td>Village Operations</td>
<td></td>
</tr>
<tr>
<td>Security</td>
<td></td>
</tr>
<tr>
<td>Licensing and Merchandise</td>
<td></td>
</tr>
<tr>
<td>Technology</td>
<td></td>
</tr>
<tr>
<td>Venue Operations</td>
<td></td>
</tr>
<tr>
<td>Broadcast Operations</td>
<td></td>
</tr>
<tr>
<td>Catering</td>
<td></td>
</tr>
<tr>
<td>GOLDOC Administration</td>
<td></td>
</tr>
<tr>
<td>Games Family Accommodation</td>
<td></td>
</tr>
<tr>
<td>Games Family Transport</td>
<td></td>
</tr>
<tr>
<td>Ceremonies</td>
<td></td>
</tr>
<tr>
<td>Sport</td>
<td></td>
</tr>
<tr>
<td>Logistics</td>
<td></td>
</tr>
<tr>
<td>Festival 2018</td>
<td></td>
</tr>
<tr>
<td>Workforce</td>
<td></td>
</tr>
<tr>
<td>Ticketing</td>
<td></td>
</tr>
<tr>
<td>Queen’s Baton Relay</td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td></td>
</tr>
<tr>
<td>Print Publications</td>
<td></td>
</tr>
<tr>
<td>Other Emissions</td>
<td></td>
</tr>
<tr>
<td>Spectator Impacts</td>
<td></td>
</tr>
</tbody>
</table>

#### Total Key contractor impacts/spend analysis

<table>
<thead>
<tr>
<th>Total Key contractor impacts/spend analysis</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>112,954 CO²-e</td>
<td>504,404 CO²-e</td>
</tr>
</tbody>
</table>
2.4 Carbon

2.4.4 Carbon Management Plan

The Carbon Management Plan proposed a suite of cost-effective mitigation actions related to each impact area identified above. GOLDOC business and event delivery functions considered and incorporated those actions in their planning, procurement and contract management activities.

Targeted high carbon impact contractors were also required to deliver a project specific Sustainability Management Plan. The plans addressed energy and emissions management in accordance with the Carbon Management Hierarchy³ and where appropriate, set a soft target for mitigation. Reporting requirements were also described.

2.4.5 Overview of key carbon reduction activities

Significant work was undertaken in efforts to reduce operational GC2018 carbon impacts in line with GOLDOC’s Carbon Management Plan. This report section is not intended to be exhaustive, but to set out key examples of mitigation activities that illustrate our management approach.

2.4.6 Reducing energy demand

The GC2018 bid book was centred on reducing impacts by leveraging existing venues and delivering upgrades that considered whole of life operating and maintenance costs. That ethos was reflected in the planning and delivery activities that took place over this reporting period - from hiring over buying goods and materials, to sourcing goods with recycled content, minimising waste and implementing new energy efficient technologies. We also reviewed long standing service levels to reduce impacts in areas like fleet services and temporary back-up power.

Structuring GC2018 power supply

GOLDOC’s Engineering team undertook significant work to reduce GC2018 temporary generation requirements. Ordinarily, international mega events demand a high level of power redundancy to ensure seamless operations. Because the Gold Coast enjoys robust energy infrastructure with significant inbuilt redundancy, GOLDOC was able to challenge service levels and reduce demand for prime running and temporary back-up generators at many venues. This meant we could also save space on venue by hiring a smaller number of quiet, intelligent generators that also delivered space savings and potential noise.

Whether they were used or not, having fewer, smaller generators is important for reducing the amount of fuel we will consume. Once a back-up generator is fuelled and ready for operation that fuel is considered effectively used, whether back-up generation was required or not.

³ The Carbon Management Hierarchy, much like the Waste Management Hierarchy, is a set of basic principles for managing carbon emissions. It is generally summarized as: Avoid, reduce, substitute, compensate.
Energy efficient technologies

For GC2018, broadcast field of play (FOP) lighting is one of the biggest contributors to the venue operations carbon footprint. Where possible, GOLDOC has looked to leverage energy efficient technologies to reduce energy demand and associated emissions. We have also sought to do so in a way that maximised legacy outcomes. See our 2015-16 Sustainability Report for detail on GOLDOC’s contribution to the Anna Meares Velodrome LED sports lighting system.

During this reporting period, GOLDOC procured a temporary FOP lighting system for GC2018 that will include all the temporary lighting infrastructure needed to meet International Sports Federation and broadcast requirements. It is one of GOLDOC’s biggest on venue energy draws. GOLDOC procured a 100% LED temporary sports lighting solution. Implementing this system across GC2018 will provide GOLDOC with the following benefits:

- A 40% sports lighting energy saving over the GC2018 period.
- Additional energy savings benefits to GOLDOC in terms of instant power up to international broadcast quality. A typical high-intensity discharge lamp needs 20 minutes to warm up and another 20 to cool down. The LED system also had dimming capabilities which provided greater flexibility in planning light shows.
- Improved light quality, better coverage and reduced glare and spill for athletes and spectators. Reduced light spill is also important for temporary venues near residential areas.
- Reduced flicker effect compared with a traditional metal halide solution, making the system better for international standard broadcast and slow-motion coverage.

There are many other instances where GOLDOC procured energy efficient technology to reduce our impact in accordance with our Code requirements. For example, supplying our workforce with laptops over desktops and ensuring all office equipment supplied for GC2018 was energy star rated.
2.4 Carbon

2.4.7 Re-used and recycled materials

As mentioned in our Sustainable Procurement section above, GOLDOC sought to ‘avoid or reduce’ embodied carbon impacts by hiring existing goods rather than procuring new products. Where new goods are necessary to meet particular GC2018 requirements or quantities, GOLDOC has been able to contract hire arrangements that enabled the supplier to sustainably update or expand their stock in accordance with GOLDOC’s sustainability requirements. For example, GOLDOC chose to hire its vehicle fleet from Official Car Rental Supplier, Thrifty, rather than buying vehicles outright. To meet GOLDOC sustainability requirements, Thrifty supplied new and near new vehicles that met latest Euro emissions standards.

GOLDOC also looked to procure goods with recycled content where possible - from our athletics track (42% post-consumer recycled rubber) to our office paper stock (100% Australian post-consumer recycled paper stock from an Indigenous manufacturer).

Low carbon and renewable materials were also preferred where they were fit-for purpose. GOLDOC’s Look and Signage team developed lightweight modular sustainable timber/bamboo structures that will be used instead of traditional concrete, steel and aluminium. This choice allowed for easier, faster and safer installation and removal of the signage structures too. Carbon impacts from transportation requirements were also lowered with the reduction in weight of materials.
2.4.8 Reducing non-essential comfort cooling

Another significant contributor to the venue operations carbon footprint is demand for heating, ventilation and air-conditioning (HVAC). GOLDOC has worked with the various venue building management systems to ensure each venue achieved an optimal balance of energy efficiency, sports performance and spectator comfort-cooling. A great example of this work is the in-depth study conducted in partnership with Griffith University to create the optimal HVAC solution for the Anna Meares Velodrome.

The Velodrome is newly constructed and will host the GC2018 track cycling competition. It was designed with ecologically sustainable design principles in mind and included state of the art natural ventilations systems and fans to reduce the need for air-conditioning. The challenge was to provide an environment that was comfortable for the uplifted spectator capacity while minimising airflow interference for athletes on the FOP without resorting to artificial air-conditioning. Spectator comfort also needed to be balanced with cyclists’ preference for a warm and humid environment.

The design team worked with Griffith University students to determine the optimal method for spectator cooling. Detailed analysis showed the speed at which the in-house fans can be operated to provide sufficient cooling while leaving the track environment unaffected and at optimal temperature for elite sports performance.

A hot, humid track is a fast track

Why do track cyclists prefer a hot and humid environment? The answer is related to air density and humidity.

Air density is inversely proportionate to temperature, meaning the hotter the track environment, the lower the air density. A low air density allows cyclists to move through the air with less friction and resistance.

Humidity factors in that water molecules in the air (made of hydrogen and oxygen) are lighter in density than just regular air molecules (made of mostly oxygen and nitrogen).

It follows that a warm and humid environment allows cyclists to perform better.
2.4 Carbon

2.4.9 Print and paper reduction initiatives

There are numerous examples of initiatives to reduce consumption across GOLDOC and GC2018 operations. Paper use was a common consumable across many business and event delivery areas and significant work was done to reduce our impact:

+ GOLDOC’s Marketing and Publications team introduced a ‘go digital’ strategy to reduce unnecessary print. The program has been very successful to date and GOLDOC expects to see a 20% reduction in printed publications from previous Commonwealth Games events.

+ As previously reported, Sports Results Technology will implement an enhanced digital distribution and ‘print-on-demand’ service for press and other traditional on-venue print users. GOLDOC estimates this will generate close to $1m in savings as well as a reduced demand on volunteer numbers to deliver hardcopy results across venue.

+ GOLDOC Ticketing have introduced ‘print-at-home’ and mobile ticketing platforms to reduce the need for printed tickets.

+ Official Lawyers for GC2018, MinterEllison, implemented a ‘paperless office’. With the rapid expansion of GOLDOC workforce, all staff and contractors have had to remain flexible and ready to relocate office space at short notice. The Minters team adapted to the GC2018 environment by going paperless. The initiative was so successful the Minters Gold Coast office is implementing it across their operations.

+ The GC2018 Fleet team introduced a fleet volunteer screening process to eliminate the need for volumes of printed document certification.

+ The Volunteer recruitment centre also adopted a paperless screening process using tablet computers rather than printing out applicant’s submissions.

2.4.10 Travel and transport emissions

Work to manage transport emissions continued across the GC2018 partnership.

During the reporting period, GOLDOC and TMR jointly appointed an operator to deliver the GC2018 bus fleet, supplying buses for Games Family, GC2018 workforce and spectator transport. The operator developed their Sustainability Management Plan that sets out how they will manage environmental impacts at depots and minimise emissions across their operations. A key challenge with a bus operation of this scale is sourcing the number of buses and coaches required. Sustainability considerations such as accessibility remained paramount when sourcing buses, and flexibility around age of vehicles and emissions ratings was required in order to meet the transport task.
Another key milestone was the appointment of Official Logistics Supplier, DB Schenker. GC2018 will require extensive logistics support including:

+ Transport of arrival and departure of baggage and equipment for 6,600 athletes and officials from 70 nations and territories.
+ An integrated warehouse and distribution service for receiving assets from suppliers and delivery to venues.
+ A distribution solution for transfer of athlete equipment to venues.
+ Supply of a warehouse management system for control of assets moving through the warehouse.
+ A warehouse to consolidate and manage the disposal of assets post GC2018.

A significant challenge for GOLDOC was finding a cost and operationally efficient centrally located warehouse. The final location was Redbank, west of Brisbane. Given its location relative to the various venues, work was undertaken to deliver efficient scheduling systems and match loads to truck size to ensure each delivery was filled to capacity. Other initiatives also helped to reduce idling time and vehicle movements, for example GOLDOC’s Certified Supplier Scheme which allowed any certified supplier’s vehicle to make multiple stops on route without the need for security screening at each venue.

Other examples of actions to reduce transport and travel emissions for GC2018 include:

+ Buying local – for example, the GC2018 Food Experience preferences locally sourced produce.
+ Challenging traditional vehicle fleet service levels – our fleet team proposed an innovative new fleet service level for a Commonwealth Games and in the process reduced their operational emissions by approximately 46%.
+ Accommodating Technical Officials within walking distance, where possible, of competition venues.
+ Encouraging spectators and workforce to take active and public transport to GC2018.
+ Procuring water efficient temporary water cabins, reducing the need for waste water storage and transport across GC2018.
+ Scheduling waste collections.

2.4.11 Waste strategies

Organic waste that ends up in landfill emits methane, a gas that is 25 times more harmful to the environment than carbon dioxide. GOLDOC has addressed this by taking steps to reduce consumption, minimise waste and divert unavoidable waste from landfill.

See our Waste report section below for key management approach initiatives and performance over the reporting period.
2.4 Carbon

2.4.12 Substitute energy sources

Renewable energy

GOLDOC and Games Delivery Partners reviewed opportunities to incorporate renewable energy infrastructure in GC2018 venue build and upgrade works. Venues such as the Gold Coast Sports and Leisure Centre, Carrara Stadium, Broadbeach Bowls Club and Optus Aquatic Centre all benefited from new or upgraded solar installations, for example:

+ Gold Coast Sports and Leisure Centre - 280 solar panels were installed on the roof of hall 2, generating 125kW of output.
+ Carrara Stadium - 600 custom-made solar panels were installed generating an estimated 275,000 Kilowatt hours annually (20% of the stadium’s electricity requirements in legacy mode).

The solar installations were scoped for legacy use not GC2018 operations. For GOLDOC, the short-term power demand for GC2018 was significantly more than a permanent or temporary solar installation could provide. GOLDOC has worked to ensure the solar infrastructure was installed in such a way that GC2018 could still make use of the renewable energy generated while supplementing with mains and temporary diesel generations while maintaining overall grid stability.

Biodiesel potential

GOLDOC considered biodiesel as an alternative fuel source for temporary power generation. Ultimately, efficient diesel generators were deemed a more sustainable solution for GC2018. Deciding factors included:

+ Availability of Australian biodiesel generator stock and technical support. Aggreko, our official temporary power supplier, would have needed to ship in biodiesel stock and international technicians had GOLDOC elected to go with a biodiesel solution.
+ Limited local market capacity to supply and transport enough biodiesel fuel. GOLDOC’s requirements would have exceeded local market capacity in terms of readily available fuel quantities and a tanker fleet large enough to deliver the quantities required across GC2018.
+ Operational safety and efficiency. GOLDOC considered using a mix of diesel and biodiesel to work around market capacity. To make this work, GOLDOC would have needed to contract a second bulk fuel supplier and co-ordinated a second delivery and refuelling schedule. This would have introduced additional operational complexity and environmental/WHS risk.
+ Size of generators needed and space restrictions on venue. Biodiesel generators are limited in size and not well suited to meeting GOLDOC’s prime generation needs. A fewer number of large diesel generators will ultimately deliver a smaller footprint.
2.4 Carbon

2.4.13 Suppliers
GOLDDOC engaged with high carbon impact suppliers to help them understand their impact for GC2018 and the key drivers for those impacts. All high impact suppliers were required to either demonstrate an organisational Sustainability Management Plan (or equivalent) that outlined their approach to energy and carbon management. Where appropriate, those suppliers with a service delivery role were required to develop a project specific Sustainability Management Plan also. The project specific Sustainability Management Plan outlined steps that the contractor would take to reduce carbon emissions associated with their delivery in accordance with the Carbon Management Hierarchy.

2.4.14 Reduction target
GOLDDOC had initially hoped to develop an emissions reduction target for GC2018. It proved challenging to do this authentically for the following reasons:

+ There was not a previous Games baseline to start from, with many GOLDDOC FAs did not have access to previous Commonwealth Games operational data to benchmark their own planning against, which in turn made it difficult to establish a baseline for those activities.

+ In light of the above, it took longer to prepare a robust baseline estimate than anticipated. This was because the operational planning and financial data required to prepare an accurate estimate only became available as the organisation grew and subject matter experts joined the team to flesh out planning and detailed design.

+ GOLDOC’s efforts to instil a culture of sustainability worked well. As a result, efficiencies and new technologies were constantly being assessed and incorporated into plans as they evolved. Optimal legacy outcomes were also continuously explored. With the complexity of the event and without baseline data for each area of operation it became difficult to validly assess what any particular operation might have looked like without those efficiencies.

+ Once a robust baseline estimate was developed, the points above made it doubly hard to assess further low cost mitigation opportunities and their potential impact well enough to set a science based, or even SMART, target for emissions reduction.⁴

GOLDDOC hopes that the methodology, baseline estimate and actual emissions data reported for GC2018 will allow future events to set a meaningful reduction target.

⁴ SMART has a number of definitions but generally refers to Specific, Measurable, Achievable, Results focused and Timebound.
2.4 Carbon

2.4.15 Our performance data

This section of the report provides an analysis of actual energy and greenhouse gas emissions data as a result of GOLDOC and supplier activity over the reporting period. It includes data related to utility power use, vehicle fuel use and flights. As mentioned, GOLDOC activity over the reporting period remained largely administrative except for:

+ The Queen’s Baton Relay - launched in March 2017
+ Fleet vehicle operations - commenced in April 2017
+ Village overlay and bump in - commenced October 2017
+ Carrara Civil Works program - commenced November 2017

2.4.16 Games Administration

Data included in this section relates to administrative operations at GOLDOC’s offices and the GC2018 Uniform and Accreditation Centre.

2.4.17 Fleet Vehicles

Fuel Use

An assessment of direct energy consumed by primary energy source was calculated based on fleet fuel use. This data starts from April 2017, when GOLDOC took possession of fleet vehicles.

Fuel use, in litres, was obtained from information derived from fleet fuel card summaries and calculated based on the National Greenhouse Accounts Factors, Australian National Greenhouse Accounts (July 2017) energy content factors for gasoline (ULP - unleaded petrol) and diesel fuel.

A summary of the amount of fuel used during the period is presented as follows:

<table>
<thead>
<tr>
<th>Transport fuel type</th>
<th>Period: 1 July 2016 – 31 December 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total L consumed</td>
</tr>
<tr>
<td>ULP</td>
<td>14,760</td>
</tr>
<tr>
<td>Diesel</td>
<td>10,596</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>914</strong></td>
</tr>
</tbody>
</table>
2.4 Carbon

The breakdown per quarter over the period is presented as follows:

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

<table>
<thead>
<tr>
<th>Period: 1 July 2016 - 31 December 2017</th>
<th>Tonnes CO²-e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel use emissions (Scope 1)</td>
<td>64</td>
</tr>
</tbody>
</table>

The breakdown per quarter over the period is presented as follows:

**Carbon emissions resulting from fuel use**

An assessment of direct greenhouse gas emissions by primary energy source was calculated based on fleet fuel use from the period April 2017 to December 2017.

Fuel use over the period was obtained from information derived from fleet fuel card summaries.

Greenhouse gas emissions were calculated based on the National Greenhouse Accounts Factors, Australian National Greenhouse Accounts (July 2017) emission factors applicable to the consumption of gasoline (ULP - unleaded petrol) and diesel fuel.
2.4 Carbon

2.4.18 GOLDOC Offices

Mains Power

Total indirect 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 each level over the reporting period.

A summary of the energy used during the period is presented as follows:

<table>
<thead>
<tr>
<th>Period: 1 July 2016 - 31 December 2017</th>
<th>Total MJ consumed</th>
<th>Total kWh consumed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,278,283</td>
<td>910,634</td>
</tr>
</tbody>
</table>

Carbon emissions from mains power

Scope 2 (indirect) 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.

Greenhouse gas emissions were calculated based on the National Greenhouse Accounts Factors, Australian National Greenhouse Accounts (July 2017) applicable to the consumption of electricity in Queensland.

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

<table>
<thead>
<tr>
<th>Period: 1 July 2016 - 31 December 2017</th>
<th>Tonnes CO²-e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building indirect energy use emissions (Scope 2)</td>
<td>719</td>
</tr>
</tbody>
</table>

Carbon emissions related to supplier activity

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 (July 2017) applicable to the consumption of electricity in Queensland.
2.4 Carbon

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

<table>
<thead>
<tr>
<th>Period: 1 July 2016 - 31 December 2017</th>
<th>Tonnes CO²-e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building indirect energy use emissions (Scope 3)</td>
<td>118</td>
</tr>
</tbody>
</table>

2.4.19 Uniform and Accreditation Centre

Mains Power

Total indirect energy consumption from non-renewable fuel sources was calculated based on actual electricity accounts received during the period from January 2017 to end of December 2017.

A summary of the energy used during this period is presented as follows:

<table>
<thead>
<tr>
<th>Period: 2 July 2017 - 31 December 2017</th>
<th>Total kWh consumed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total kWh consumed</td>
<td>335,298</td>
</tr>
</tbody>
</table>

Carbon emissions from mains power

Scope 2 (indirect) greenhouse gas emissions have been calculated based on the total kWh for the consumption of energy used by the centre.

Greenhouse gas emissions were calculated based on the National Greenhouse Accounts Factors, Australian National Greenhouse Accounts (July 2017) applicable to the consumption of electricity in Queensland.

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

<table>
<thead>
<tr>
<th>Period 2 July 2017 - 31 December 2017</th>
<th>Tonnes CO²-e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centre indirect energy use emissions (Scope 3)</td>
<td>47</td>
</tr>
</tbody>
</table>

Carbon emissions related to supplier activity

Scope 3 (indirect) greenhouse gas emissions have been calculated based on the total kWh for the consumption of energy used by the centre.

Greenhouse gas emissions were calculated based on the National Greenhouse Accounts Factors, Australian National Greenhouse Accounts (July 2017) applicable to the consumption of electricity in Queensland.
2.4 Carbon

2.4.20 Flight emissions

An assessment of the carbon emissions as a result of flights undertaken to support GC2018 planning and delivery was undertaken based on a pro-rata report produced for the reporting period.

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

Flight distances were based on greater circle distances between origin and destination airports, radiative forcing⁵ and the contribution of all greenhouse gases.

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

<table>
<thead>
<tr>
<th>Period: 1 July 2016 - 31 December 2017</th>
<th>Tonnes CO²-e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flight emissions (Scope 3)</td>
<td>1,351</td>
</tr>
</tbody>
</table>

2.4.21 Contractor flight emissions

A best possible assessment of the carbon emissions as a result of reported contractor flights was undertaken based on information received for the period from 1 July 2016 to 31 December 2017. Note that this data only relates to contracts valued at over $250,000 and was not validated for completeness.

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

Average emission factors were used to estimate carbon emissions.

A summary of greenhouse gas emissions generated during the period as a result of reported contractor flights is presented as follows:

<table>
<thead>
<tr>
<th>Period: 1 July 2016 - 31 December 2017</th>
<th>Tonnes CO²-e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractor flight emissions (Scope 3)</td>
<td>534</td>
</tr>
</tbody>
</table>

⁵ 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).
### 2.4 Carbon

#### 2.4.22 Airfreight emissions

A best possible assessment of the carbon emissions as a result of reported contractor air freight activities was undertaken for the reporting period. As above for contractor flights, this data only relates to contracts valued at over $250,000 and was not validated for completeness.

The flight calculations were undertaken based on the UK Department for Environment, Food and Rural Affairs (DEFRA) Greenhouse gas reporting - Conversion factors 2017.

A summary of greenhouse gas emissions generated during the period as a result of air freight activities is presented as follows:

<table>
<thead>
<tr>
<th>Period: 1 July 2016 - 31 December 2017</th>
<th>Tonnes CO₂-e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airfreight emissions (Scope 3)</td>
<td>2.2</td>
</tr>
</tbody>
</table>
2.4 Carbon

2.4.23 Village and Venue Development Overlay

Indirect energy consumption by primary source

Village Energy Use

GOLDOC took possession of the Village on 1 October 2017. At the time of reporting, GOLDOC does not have access to either invoice or meter data across the multiple supply points. As such utility power to the Village is not included in this report.

Venue overlay

GOLDOC’s overlay program commenced in October 2017. This program delivers all the temporary infrastructure required to transform the Village and venues to GC2018 venues. There are three key elements to the overlay program:

+ Overlay Delivery Partner program – GOLDOC awarded the Overlay Delivery Partner contract to two suppliers: LendLease for the Village and all venues other than Carrara precinct venues; Cockram Construction for the Carrara precinct. The Overlay Delivery Partner manages venue construction sites and sub-contracts for trade-works required to deliver the overlay program.

+ Carrara Civil Works program. This contract was awarded to Cockram Construction and delivers the civil works required to install and remove the athletics tracks and venue infrastructure across the Carrara Precinct.

+ Commodity contracts. These were awarded to a range of suppliers and typically represent hired goods and equipment necessary to complete the overlay builds, for example, portable cabins, temporary air conditioning, temporary seating stands.

Cockram Construction will deliver both the Civil Works and Overlay Delivery Program at Carrara, so their energy and emissions will be reported together under the Civil Works program.

Overlay Delivery Partner - Lendlease electricity use

The only ODP venue active in the reporting period was the Village. As above, at the time of reporting mains data is not available.
Overlay Delivery Partner - Lendlease fuel use

An assessment of indirect energy consumption by primary energy source was calculated based on summary fuel use data provided by Lendlease for fuel purchases between the period from November to December 2017.

Fuel use over the period was calculated based on the National Greenhouse Accounts Factors, Australian National Greenhouse Accounts (July 2017) energy content factors for petrol (ULP) and diesel fuel relating to stationary energy use.

A summary of the energy used during the period is presented as follows:

<table>
<thead>
<tr>
<th>Stationary fuel type</th>
<th>Period: October - December 2017</th>
<th>Total L consumed</th>
<th>Total MJ consumed</th>
</tr>
</thead>
<tbody>
<tr>
<td>ULP</td>
<td></td>
<td>282</td>
<td>11</td>
</tr>
<tr>
<td>Diesel</td>
<td></td>
<td>2,028</td>
<td>78</td>
</tr>
</tbody>
</table>

Overlay Delivery Partner - Lendlease Fuel Use emissions

Indirect (scope 3) greenhouse gas emissions have been calculated based on the total number of litres of fuel used by Lendlease.

Greenhouse gas emissions were calculated based on the National Greenhouse Accounts Factors, Australian National Greenhouse Accounts (July 2017) applicable to the consumption of stationary petrol and diesel fuel over the period from November to December 2017.

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

<table>
<thead>
<tr>
<th>Period: November - December 2017</th>
<th>Tonnes CO²-e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel use emissions (Scope 1)</td>
<td>6</td>
</tr>
</tbody>
</table>

Commodity contractor fuel use

<table>
<thead>
<tr>
<th>Period: October - December 2017</th>
<th>Stationary fuel type</th>
<th>Total L consumed</th>
<th>Total MJ consumed</th>
<th>Tonnes CO²-e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diesel</td>
<td></td>
<td>1,680</td>
<td>65</td>
<td>46</td>
</tr>
</tbody>
</table>
2.4 Carbon

Carrara Civil Works and Overlap Delivery Partner electricity use

Carrara Precinct Electricity Use

Total indirect energy consumption from non-renewable fuel sources was calculated based on a summary of the electricity accounts received during the period from September to the end of December 2017.

As GOLDOC did not have exclusive use of the venues, only access to certain areas to complete building activities, the amount of energy use was apportioned based on the amount charged to GOLDOC.

A summary of the energy used during this period is presented as follows:

<table>
<thead>
<tr>
<th>Period: 1 July 2017 - 31 December 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total kWh consumed</td>
</tr>
</tbody>
</table>

Carrara Civil Works and Overlap Delivery Partner

An assessment of indirect energy consumption by primary energy source was calculated based on fuel use data provided by Cockram Construction (based on receipts for fuel purchases) for the period September to December 2017.

Fuel use over the period was calculated based on the National Greenhouse Accounts Factors, Australian National Greenhouse Accounts (July 2017) energy content factors for diesel fuel relating to stationary energy use.

A summary of the energy used during the period is presented as follows:

<table>
<thead>
<tr>
<th>Stationary fuel type</th>
<th>Period: 1 September 2017 - 31 December 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total L consumed</td>
</tr>
<tr>
<td>Diesel</td>
<td>560</td>
</tr>
</tbody>
</table>
2.4 Carbon

Other Carrara Precinct Electricity Use
Scope 2 (indirect) greenhouse gas emissions have been calculated based on the total kWh for the consumption of energy used by the precinct.

Greenhouse gas emissions were calculated based on the National Greenhouse Accounts Factors, Australian National Greenhouse Accounts (July 2017) applicable to the consumption of electricity in Queensland.

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

<table>
<thead>
<tr>
<th>Period: 1 September 2017 - 31 December 2017</th>
<th>Tonnes CO²-e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centre indirect energy use emissions (Scope 2)</td>
<td>317</td>
</tr>
</tbody>
</table>

Cockram Construction Fuel Use
Indirect (Scope 3) greenhouse gas emissions have been calculated based on the total number of litres of fuel used at the precinct.

Greenhouse gas emissions were calculated based on the National Greenhouse Accounts Factors, Australian National Greenhouse Accounts (July 2017) applicable to the consumption of stationary diesel fuel over the period from 1 September to 31 December 2017.

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

<table>
<thead>
<tr>
<th>Period: 1 September 2017 - 31 December 2017</th>
<th>Tonnes CO²-e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stationary diesel energy use emissions (Scope 3)</td>
<td>1.5</td>
</tr>
</tbody>
</table>

2.4.24 Other impacts - Paper Use

Publications Paper Use
An assessment of the amount of paper consumed between the period from June to December 2017 was obtained from print-on-demand system reports relating to GOLDOC’s offices as well as a list of other publications that were printed.

Paper used by GOLDOC was Nallawilli 100% post-consumer recycled Australian paper as well as Staples (carbon neutral) and other specialty papers.
## 2.4 Carbon

A breakdown of the total number of pages as well the total weight of paper (where it was not available it was assumed the weight of the paper was 80 gsm) that was consumed is summarised as follows:

### GHQ

**Period: July 2016 - December 2017**

<table>
<thead>
<tr>
<th>Paper brand</th>
<th>Nallawilli</th>
<th>Staples (Carbon Neutral)</th>
<th>Other (specialty papers)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper type</td>
<td>A4</td>
<td>A3</td>
<td>A4</td>
</tr>
<tr>
<td>No. pages</td>
<td>1,984,000</td>
<td>268,500</td>
<td>1,170,000</td>
</tr>
<tr>
<td>Weight (kg)</td>
<td>9,920</td>
<td>2,685</td>
<td>5,850</td>
</tr>
<tr>
<td>Total weight (tonnes)</td>
<td>12.61</td>
<td>8.55</td>
<td>0.018</td>
</tr>
<tr>
<td>tonnes CO²-e</td>
<td>24.45</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### Creative services

**Period: July 2016 - December 2017**

<table>
<thead>
<tr>
<th>Paper type</th>
<th>DL</th>
<th>A6</th>
<th>A5</th>
<th>A4</th>
<th>A3</th>
<th>A2</th>
<th>A1</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. pages</td>
<td>5,000</td>
<td>-</td>
<td>17,000</td>
<td>-</td>
<td>-</td>
<td>6,470</td>
<td>300</td>
</tr>
<tr>
<td>Weight (kg)</td>
<td>14.0</td>
<td>-</td>
<td>185.5</td>
<td>-</td>
<td>-</td>
<td>274.7</td>
<td>22.5</td>
</tr>
<tr>
<td>Total weight (tonnes)</td>
<td>0.497</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>tonnes CO²-e</td>
<td>0.96</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Publications

**Period: July 2016 - December 2017**

<table>
<thead>
<tr>
<th>Paper type</th>
<th>DL</th>
<th>A6</th>
<th>A5</th>
<th>A4</th>
<th>A3</th>
<th>A2</th>
<th>A1</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. pages</td>
<td>9,316</td>
<td>234,000</td>
<td>201,650</td>
<td>671,225</td>
<td>60,590</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Weight (kg)</td>
<td>26.4</td>
<td>418.1</td>
<td>702.8</td>
<td>5,059.5</td>
<td>761.4</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total weight (tonnes)</td>
<td>6.9</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>tonnes CO²-e</td>
<td>13.32</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As a result of using Staples carbon neutral paper (as supplied by Australian Paper) 16.5 tonnes of carbon emissions were avoided.
2.5 Recycling and Waste Management

2.5.1 Our approach

GOLDOC’s approach to operational waste management was covered in detail in our last report. In order to further our vision of reducing waste from GC2018 going to landfill, GOLDOC have continued to apply the waste and recovery hierarchy, along with the following principles across the lifecycle of all GC2018 operations:

+ Ensure, where possible, that waste produced by GC2018 activities will be minimised at the source, by implementing responsible sourcing and procurement practices in the planning phase.
+ Develop a strong Materials and Packaging Policy to restrict the materials used in venues.
+ Work with suppliers, Games Partners and local authorities to achieve alignment with GOLDOC’s waste management practices.
+ Work with Games Partners to deliver public education and outreach initiatives to encourage community behaviour change toward low-waste lifestyle choices.

GOLDOC waste management phases for GC2018

1. Venue build and overlay
   Key waste consideration

2. Bump in
   Key waste consideration

3. Operation
   Key waste consideration

4. Bump out and reinstatement
   Key waste consideration

5. Legacy
   Key waste consideration
Overlay design for GC2018 focuses on using hired goods and equipment that are reusable, and design choices that minimise wastage. GOLDOC’s decision to hire over outright purchase has additional implications for packaging waste as most goods arrive and are taken away in road cases, containers, reusable packaging materials, or de-boxed offsite.

GOLDOC have liaised with the City and appointed contractors to identify a challenging, yet realistic waste diversion target, based on the anticipated materials to be used on projects, and the waste streams available in the local context.

A diversion from landfill target of 80% by weight has been set for all overlay for GC2018. During the 11 days of competition at GC2018 venues, GOLDOC will have an operational waste recovery target of 50%, by weight.

Other material waste impact areas will include:

+ GOLDOC’s Central Logistics Warehouse. Warehouse waste is expected to be mostly cardboard and pallet wrap. Where possible, this packaging will be used for re-pack as assets are returned under buy-back arrangements or otherwise distributed for legacy dissolution.

+ Technology cabling will be recycled. Options to donate the cabling for reuse will be explored, however cut to length cable is difficult to reuse and its reliability is also compromised after use.

GC2018 also presents an important opportunity to inspire change in waste management practice in the events industry, as well as in construction, technology, logistics, broadcast and across the local community. As mentioned earlier in the report, the City and GOLDOC have established a SEWG to assist with this transfer of knowledge. GOLDOC also regularly engages with Games Delivery Partner agencies like the DES, industry bodies like the Vinyl Council of Australia and GC2018 suppliers to discuss waste management issues and best practice solutions.

2.5.2 Our performance

During the reporting period GOLDOC progressed waste management planning, but only started to mobilise over the July-December period. For clarity of reporting this section is divided into two parts:

1. An account of progress and milestones relating to our management approach.
2. A summary of actual waste data that resulted from GOLDOC activity.
GHQ waste streams: Estimated total weight and volume since January 2016

- **Paper and cardboard waste**: 18.3 tonnes, 195 cubic metres
- **Soft plastics – to be recycled into outdoor furniture**: 260 kilograms, 3.3 cubic metres
- **Mobile phones**: 7 kilograms
- **Shredding – for confidential documents**: 8.7 tonnes, 57 cubic metres
- **Organic waste – taken home by staff for composting**: 3.5 tonnes, 8.2 cubic metres
- **Clothing charity bin**: 833 kilograms, 9.4 cubic metres
- **Co-mingled recycling cans, tins, plastic and glass bottles**: 15.9 tonnes, 252 cubic metres
- **Broken glass and crockery**: 231 kilograms total (94 kilograms reused as plant pots)
- **Coffee pods, which are sent back to the manufacturer**: 50 kilograms
- **Landfill – but only when staff have exhausted all other options**: 29.8 tonnes, 199 cubic metres
- **Used batteries**: 60 kilograms
2.5 Recycling and Waste Management

2.5.3 Source reduction

Technology source reduction

GOLDOC’s Technology FA has continued to focus on source reduction strategies for technology packaging, cabling and e-waste, as well as options to improve end-of-life outcomes for technology equipment. GC2018 is the first time a Commonwealth Games has looked at these issues from the beginning of operational planning.

The Technology FA found that hire and buy-back schemes for technology equipment were the most cost-effective and flexible as well as being the most sustainable. By minimising outright equipment purchases GOLDOC has realised cost savings and operational efficiencies as well as reduced sustainability impacts like e-waste and embodied energy and labour rights risk related to technology production.

For example, timing, scoring and results equipment was identified as a procurement hotspot for such issues, however the nature of our supply arrangement with Official Timekeeper, Longines, meant that all equipment would be supplied from existing Longines stock and used post-GC2018 for other events.

During the reporting period, Technology FA also awarded the GC2018 reprographics package to CSG, GOLDOC’s Official Supplier of Managed Print Solutions. CSG will provide all venue based print services for GC2018. CSG worked with GOLDOC and Official Office and Stationary supplier, Winc, to ensure all paper supplied met or exceeded GOLDOC’s sustainability requirements. Paper used across the event will be AFC/PEFC certified Australian Made paper stock produced from 100% post-consumer waste by Indigenous owned company Nallawilli Office Wares.

Reducing packaging waste

GOLDOC’s Materials and Packaging Policy is one of the key mechanisms through which we hope to meet GOLDOC’s 50% diversion target for operational waste. The policy aims to reduce and control packaging waste entering all venues, both front and back of house to ensure it is recyclable and has the highest amount of recycled content possible.

Any packaging that does not comply with the policy, or is unnecessary or excessive, will not be allowed to enter venues and will have to be removed by the supplier at their cost. Packaging intended for re-packing during bump out may be stored on site or in a specified location to reduce transportation and the need for additional packaging.
2.5 Recycling and Waste Management

Front of house areas are those used by spectators, which include catering contractors, merchandise concessionaires and activations. It is estimated that up to 85% of the waste generated by spectators front of house will be through food and beverage packaging.

The Materials and Packaging Policy provides suppliers with clear guidelines on the types of packaging allowed in venues to ensure maximum diversion from landfill. For example, there will be no glass or aluminum which will simplify the co-mingled recycling stream to primarily plastics, and packaging must not contain any organic material as it adversely impacts material recovery processing. GOLDOC explored options to use compostable service ware, however the following factors made this option impractical:

+ A limited local market for commercial composting facilities that could handle GC2018 packaging waste volumes and processing times.
+ Likely contamination rates if an organics stream was offered in spectator areas. Commercial composting facilities have a very low tolerance (approximately 5%). Contamination can result in entire trucks being re-directed to landfill.
+ Likely contamination rate of co-mingled recycling stream if compostable service ware used. As above, high contamination can result in entire trucks being sent to landfill.

Recyclable plastic service ware was also identified as the most practical option for catering in spectator areas and Games Family lounges on venue. Seating bowl restrictions on material types posed a challenge in providing reusable crockery or glass as Games Family clients move between spectator areas and lounge areas.

As a final consideration, GOLDOC commissioned research to compare various commonly used types of food packaging on a ‘life cycle’ basis. The intent was to validate GOLDOC’s approach and support knowledge transfer outcomes around current best practice in event waste management. Packaging types compared included virgin plastics and cardboard, recycled plastics and cardboard, compostable packaging materials (bagasse) and bamboo. They were compared across criteria that accounted for environmental pollution and resource depletion associated with manufacturing each product type through to end-of-life disposal impacts. End-of-life impacts were assessed and compared across two scenarios:

1. Where each packaging product was disposed of as intended, e.g. compostable packaging was commercially composted.
2. Where each packaging type ended up in landfill. The results showed that recycled plastic and cardboard packaging performs better on a whole of life basis than compostable materials in most scenarios, even when they are sent to landfill. It follows that recycled content packaging that is further recycled post-use provides the best possible outcome of all packaging types. The outcomes assumed that waste was disposed of correctly and did not become litter. It follows that care should be taken when applying these learnings in event environments where litter cannot be so strictly managed out. It also only compared generic packaging types, not specific products. These outcomes supported GOLDOC’s position and the approach underpinning in the GC2018 Materials and Packaging Policy.
Workforce meals will consist mostly of finger food, largely avoiding the need for disposable cutlery. Volunteers will also be provided with a 750mL reusable water bottle as part of their uniform kit, encouraging them to stay hydrated while minimising use of single use plastic water bottles.

Merchandising is another front of house area that can generate significant waste. To minimise this waste, GC2018 will be free from single use plastic bags and merchandisers will offer a reusable bag which is landfill biodegradable.

Back of house areas are those not in contact with spectators, allowing for greater separation of waste streams. The additional back of house waste streams will improve recycling rates by capturing waste streams outside of the traditional two-bin system, including organics and soft plastics.

With these measures in place, GOLDOC will be able to reduce contamination and operational costs for itself and our contractors.

### 2.5.4 Festival 2018 and precinct waste management

The City will provide uplifted public place waste management services throughout GC2018. Where existing public place recycling is in place, the City will provide the additional resources required to support the recycling stream in additional to general waste bins.

GOLDOC has worked with the City to manage out of venue waste, particularly at non-competition venues. These include Festival 2018 sites, the Gold Coast portion of the Queen’s Baton Relay, and the ‘last mile’ which refers to the portion of a spectator’s journey to a venue, typically from transport drop-offs to the pedestrian entry areas.
2.5 Recycling and Waste Management

2.5.5 Our performance – waste actuals

GOLDOC administrative waste

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’s offices.

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 September and October 2016 divided by the number of GOLDOC employees.

In order to estimate the total amount of waste, 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 by weight (tonnes)</th>
<th>Percentage of total weight (%)</th>
<th>Disposal method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile Phones</td>
<td>0.007</td>
<td>0.01</td>
<td>Recycled</td>
</tr>
<tr>
<td>Coffee Pods</td>
<td>0.031</td>
<td>0.05</td>
<td>Recycled</td>
</tr>
<tr>
<td>Batteries</td>
<td>0.025</td>
<td>0.04</td>
<td>Recycled</td>
</tr>
<tr>
<td>Broken Glass and Crockery</td>
<td>0.06</td>
<td>0.09</td>
<td>Recycled</td>
</tr>
<tr>
<td>Soft Plastics</td>
<td>0.22</td>
<td>0.35</td>
<td>Recycled</td>
</tr>
<tr>
<td>Clothing</td>
<td>-</td>
<td>-</td>
<td>N/A</td>
</tr>
<tr>
<td>Organics</td>
<td>3.00</td>
<td>4.74</td>
<td>Recycled</td>
</tr>
<tr>
<td>Shredded Paper</td>
<td>9.00</td>
<td>14.21</td>
<td>Recycled</td>
</tr>
<tr>
<td>Co-Mingled Recycling</td>
<td>14.00</td>
<td>22.10</td>
<td>Recycled</td>
</tr>
<tr>
<td>Cardboard</td>
<td>11.00</td>
<td>17.37</td>
<td>Recycled</td>
</tr>
<tr>
<td>Printer Cartridges</td>
<td>Tonnage not available</td>
<td>-</td>
<td>Recycled</td>
</tr>
<tr>
<td>General Waste</td>
<td>26.00</td>
<td>41.05</td>
<td>Landfilled</td>
</tr>
<tr>
<td>Total</td>
<td>63.34</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Period: 1 July 2016 - December 2017
2.5 Recycling and Waste Management

It can be seen from the data on the previous page that nearly 60% of all waste material was diverted from landfill and recovered for recycling over the period.

Clothing donation

In addition to the GOLDOC office waste streams, the Sustainability team worked with Lifeline to place clothing donation bins across our offices. The donation bins were emptied fortnightly and over the reporting period GOLDOC staff donated an estimated 1.25 tonnes of clothing.

2.5.6 Construction and overlay waste

Games Operation Centre fit out waste

In late 2017, part of GOLDOC’s offices was converted from meeting rooms to support various operational centres for GC2018. An assessment of the amount of construction and demolition waste generated by this project was calculated based on an estimate of the total weight of waste collected.

The amount of waste by type and disposal method was based on whether there are markets available for re-use/recycling of the materials and the estimated weight of material collected that can only be landfilled.

Note that this does not include repurposed materials used throughout the project, for example doors, timber structures and roof tiles.
A summary of the total amount of waste generated by type and disposal method during the period is presented as follows:

It can be seen from the data below nearly 90% of all waste material was diverted from landfill and recovered for recycling over the period.

<table>
<thead>
<tr>
<th>Waste material</th>
<th>Total by weight (tonnes)</th>
<th>Percentage of total weight (%)</th>
<th>Disposal method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concrete</td>
<td>-</td>
<td>-</td>
<td>N/A</td>
</tr>
<tr>
<td>Asphalt</td>
<td>-</td>
<td>-</td>
<td>N/A</td>
</tr>
<tr>
<td>Soil, Sand, Clay (dirt)</td>
<td>-</td>
<td>-</td>
<td>N/A</td>
</tr>
<tr>
<td>Wood (timber)</td>
<td>5.1</td>
<td>17</td>
<td>Recycled</td>
</tr>
<tr>
<td>Glass</td>
<td>1.4</td>
<td>3</td>
<td>Recycled</td>
</tr>
<tr>
<td>Metals (steel)</td>
<td>8.1</td>
<td>16</td>
<td>Recycled</td>
</tr>
<tr>
<td>Gyprock (plaster board)</td>
<td>-</td>
<td>-</td>
<td>N/A</td>
</tr>
<tr>
<td>Plastic</td>
<td>-</td>
<td>-</td>
<td>N/A</td>
</tr>
<tr>
<td>Bricks</td>
<td>-</td>
<td>-</td>
<td>N/A</td>
</tr>
<tr>
<td>Cardboard/Paper (packaging)</td>
<td>3.6</td>
<td>12</td>
<td>Recycled</td>
</tr>
<tr>
<td>General waste</td>
<td>2.3</td>
<td>11</td>
<td>Landfilled</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20.5</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.5 Recycling and Waste Management

Venue overlay waste

As detailed above for energy and emissions, GOLDOC’s overlay program commenced in October 2017 and comprised:

+ Overlay Delivery Partner program – Lendlease for the Village and all venues other than the Carrara precinct; Cockram Construction for the Carrara precinct.
+ Carrara Civil Works program. Civil works to install and remove the athletics tracks and venue infrastructure.
+ Commodity contracts. A range of suppliers providing hired goods and equipment to complete the overlay builds.

Given Cockram Construction will deliver both the Civil Works and Overlay Delivery Program at Carrara, their waste impacts reported together under the Civil Works program.

Overlay Delivery Partner - LendLease

An assessment of the amount of construction and demolition waste generated over the period was calculated based on an estimate of the total weight of waste collected from each venue as provided by each contractor.

The amount of waste by type and disposal method was based on whether there are markets available for re-use/recycling of the materials and the estimated weight of material collected that can only be landfilled.

A summary of the total amount of waste generated by type and disposal method during the period is presented as follows:

*It can be seen from the data below that 90% of all waste material was diverted from landfill and recovered for recycling over the period.*

<table>
<thead>
<tr>
<th>Period: November 2017 - December 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste material</td>
</tr>
<tr>
<td>-----------------</td>
</tr>
<tr>
<td>Concrete</td>
</tr>
<tr>
<td>Asphalt</td>
</tr>
<tr>
<td>Soil, Sand, Clay (dirt)</td>
</tr>
<tr>
<td>Wood (timber)</td>
</tr>
<tr>
<td>Commingled</td>
</tr>
<tr>
<td>Metals (steel)</td>
</tr>
<tr>
<td>Gyprock (plaster board)</td>
</tr>
<tr>
<td>Plastic</td>
</tr>
<tr>
<td>Bricks</td>
</tr>
<tr>
<td>Cardboard/Paper (packaging)</td>
</tr>
<tr>
<td>General waste</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>
2.5 Recycling and Waste Management

Commodity
Waste and Recycling

<table>
<thead>
<tr>
<th>Period: December 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste material</td>
</tr>
<tr>
<td>Cardboard/Paper (packaging)</td>
</tr>
</tbody>
</table>

Civil Works and Overlay Delivery 
Partner waste – Cockram Construction

An assessment of the amount of construction and demolition waste generated over the period was calculated based on an estimate of the volume of waste present within each of the bins located on-site by visual inspection multiplied by the density of the material as provided by Cockram Construction.

The amount of waste by type and disposal method was based on whether there are markets available for re-use/recycling of the materials and the estimated percentage of contamination is present in the bin that can only be landfilled.
2.5 Recycling and Waste Management

A summary of the total amount of waste generated by type and disposal method during the period is presented as follows:

It can be seen from the data below that nearly 80% of all waste material was diverted from landfill and recovered for recycling over the period.

<table>
<thead>
<tr>
<th>Waste material</th>
<th>Total by weight (tonnes)</th>
<th>Percentage of total weight (%)</th>
<th>Disposal method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concrete</td>
<td>21.8</td>
<td>14.0</td>
<td>Recycled</td>
</tr>
<tr>
<td>Asphalt</td>
<td>-</td>
<td>-</td>
<td>N/A</td>
</tr>
<tr>
<td>Soil, Sand, Clay (dirt)</td>
<td>20.4</td>
<td>13.0</td>
<td>Recycled</td>
</tr>
<tr>
<td>Wood (timber)</td>
<td>13.7</td>
<td>9.0</td>
<td>Recycled</td>
</tr>
<tr>
<td>Metals (steel)</td>
<td>24.5</td>
<td>16.0</td>
<td>Recycled</td>
</tr>
<tr>
<td>Gyprock (plaster board)</td>
<td>0.4</td>
<td>0.2</td>
<td>Recycled</td>
</tr>
<tr>
<td>Plastic</td>
<td>21.0</td>
<td>14.0</td>
<td>Recycled</td>
</tr>
<tr>
<td>Bricks</td>
<td>-</td>
<td>-</td>
<td>N/A</td>
</tr>
<tr>
<td>Cardboard/Paper (packaging)</td>
<td>19.6</td>
<td>13.0</td>
<td>Recycled</td>
</tr>
<tr>
<td>Other (contaminated)</td>
<td>32.1</td>
<td>21.0</td>
<td>Landfilled</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>153.5</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.5 Recycling and Waste Management

2.5.7 Operational waste

Central Logistics Warehouse operation waste

A summary of the total amount of waste generated by type and disposal method during the period from November to December 2017 presented as follows:

<table>
<thead>
<tr>
<th>Waste material</th>
<th>Total by weight (tonnes)</th>
<th>Percentage of total weight (%)</th>
<th>Disposal method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Soft plastics</td>
<td>0.3</td>
<td>2</td>
<td>Recycled</td>
</tr>
<tr>
<td>Cardboard/Paper (packaging)</td>
<td>3.4</td>
<td>24</td>
<td>Recycled</td>
</tr>
<tr>
<td>General waste</td>
<td>10.2</td>
<td>74</td>
<td>Landfilled</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20.5</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Logistics packaging waste exception

During the reporting period, furniture, fittings and equipment required to furnish the Village for GC2018 was delivered and installed. A significant amount of these goods were delivered with Styrofoam packaging elements that had remained on the product to protect them in transit. This was in contravention to GOLDOC’s Material and Packaging Policy and the supplier removed all Styrofoam and recycled it at their cost. The amount of Styrofoam recycled was 1.95 tonnes.
2.5 Recycling and Waste Management

Village operational waste

An assessment of the amount of waste generated prior to the end of December 2017 was calculated based on an estimate of the total weight of waste collected for recycling and disposal as reported by the venue.

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 material</th>
<th>Total by weight (tonnes)</th>
<th>Percentage of total weight (%)</th>
<th>Disposal method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-mingled recycling</td>
<td>-</td>
<td>-</td>
<td>N/A</td>
</tr>
<tr>
<td>Cardboard/Paper</td>
<td>3.5</td>
<td>54</td>
<td>Recycling</td>
</tr>
<tr>
<td>Glass</td>
<td>-</td>
<td>-</td>
<td>N/A</td>
</tr>
<tr>
<td>Soft plastics</td>
<td>0.8</td>
<td>12</td>
<td>Recycling</td>
</tr>
<tr>
<td>Organics</td>
<td>-</td>
<td>-</td>
<td>N/A</td>
</tr>
<tr>
<td>Medical/sharps</td>
<td>-</td>
<td>-</td>
<td>N/A</td>
</tr>
<tr>
<td>General waste</td>
<td>2.2</td>
<td>34</td>
<td>Landfill</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6.5</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.6 Transport

2.6.1 Our approach

An event the size and scale of the Commonwealth Games has never occurred on the Gold Coast before, creating several complex problems in managing the transport requirements of the community, visitors, workforce and Games family during the event.

To address these issues, GOLDOC has partnered with the City and TMR to deliver transport infrastructure upgrades that will support sustainable and reliable transport systems for GC2018 and for the city as legacy. GOLDOC, the City and TMR have also pursued several initiatives to change travel behavior and encourage a mode shift towards active and public transport during GC2018. Again, it is hoped these initiatives translate into long-term transport mode shifts for the Gold Coast.

2.6.2 Our performance

Release of the Transport Operations Plan

The Transport Operations Plan (TOP) was created to expand onto the Transport Strategic Plan (TSP) that was released in 2014 and record details from the operational planning phase. A draft of the TOP was released on the November of 2016 for public consultation. The final TOP was released in June 2017.

A number of organisations were involved with the development of the TOP, including GOLDOC, TMR and the City.

Although GOLDOC and the transport partners were the main group responsible for the planning, funding and delivering of the transport plan, other stakeholders were involved during later stages of planning. These key stakeholders included Queensland emergency services such as the Police, Ambulance, and Fire and Emergency, as well as the councils of Brisbane, Cairns and Townsville.

These stakeholders were included to ensure the safety and security of the transport services during GC2018 between venues and accommodations. The transport partners also worked closely with the venue operations and overlay teams to enable effective transport operations for all competitive and non-competitive venues.

Key sustainability considerations in the TOP included carbon emissions from transport vehicles, legacy benefits for transport infrastructure and short term impacts to the local community. To reduce emissions and pressure on the transport system, competition and non-competition venues have been located as close to the Village as possible. Technical Officials and Games Family clients have also been accommodated as near as possible to their relevant venues, in some cases within walking distance.
New wheels for GC2018

Thrifty will provide around 1,400 vehicles across up to 15 category types for GC2018 operations. The pool of vehicles will be made up of passenger cars (small, medium, station wagon), light commercial (utes, vans, small trucks) and some small buses. All vehicles sourced for use during GC2018 will need to follow specifications for safety, accessibility, comfort, reliability, fuel efficiency, noise and emissions.

GOLDOC Chairman, Peter Beattie AC, said despite Thrifty being a well-known international brand, the local franchise was a Gold Coast owned and operated business.

“Through this arrangement, Thrifty will reinvigorate their rental stock, support the Coast’s tourism market through the provision of newer and safer vehicles and the benefits will flow further down their supply chain.”

The fleet will be used for GC2018 car-with-driver services provided to officials, including technical delegates, team officials, dignitaries and sponsors, as well other requirements such as marathon press trucks, broadcast vehicles, cycling team vehicles, vehicles to support the Queen’s Baton Relay and vehicles for GC2018 operational usage.

Thrifty Gold Coast Franchisee, Keith Alexander, said Thrifty is privileged and proud to have been chosen to be a partner of the Commonwealth Games.

“As a locally owned company, we’re especially proud to be a part of the changing face of the Gold Coast and are honoured to be able to help showcase our premiere destination to the world through GC2018.”

GOLDOC have also installed hand controls in two fleet vehicles to enable people with accessibility needs to self-drive. Thrifty has supported GOLDOC in making the modification and the vehicles available in their rental pool as a legacy post-Games.
2.6 Transport

Appointment of bus systems supplier

In a joint contract with TMR, GOLDOC appointed the GC2018 bus systems supplier who will provide up to 800 buses responsible for transporting spectators, athletes, officials, media and workforce during GC2018.

Ensuring value for money was an important factor in awarding the contract. At least 60% of bus operations will be sourced locally, with the additional buses and drivers coming from interstate.

Bus operators and ground staff will obtain major events experience to utilise in future events, with training provided to ensure all staff are prepared for the GC2018 operating environment and able to provide the required level of service.

When evaluating tenders for the bus systems supplier, key factors included vehicle specification, availability, cost per hour and age of the vehicle. Industry engagement was reflected in tender requirements which gave GOLDOC confidence the market could supply on the scope and scale required. Operationally, GOLDOC and TMR will maximise the use of each bus (seat capacity) to reduce the number of empty buses, and minimise carbon emissions.
2.6 Transport

2.6.3 Transportation infrastructure upgrades

To cater for the significant increase in demand on the local transport systems, TMR and the City have upgraded transport infrastructure to improve capacity and reliability. To assist in this, key Gold Coast roads have been expanded, such as the Pacific Motorway and Smith Street widening to six lanes, to reduce congestion.

Additionally, high use intersections have been upgraded to increase throughput, as can be seen with the Southport-Burleigh Road upgrades and Ashmore Road/Ross Street intersection upgrade. These upgrades will greatly benefit network reliability during and after GC2018, providing the city with a robust road system that minimises travel times and increases ease of access.

Further infrastructure upgrades are aimed at improving the Gold Coast’s public transport systems, including the heavy rail and new light rail networks. The last remaining segment of single track rail between Helensvale and Coomera has been duplicated, enabling more services to run north and south, especially during GC2018.

The most significant upgrade is the construction of the new Gold Coast light rail, which is a 20.3 kilometre line traveling between Helensvale heavy rail station and bus interchange, to Broadbeach South station in Broadbeach. The Gold Coast light rail can carry 300 passengers per tram, and has a regular service frequency of 7.5 minutes.

GC2018 required the acceleration of plans to construct the new line and it has been met with substantial success, millions of trips already taken. The recent completion of stage 2, connecting the University Hospital station to Helensvale Station, will likely see further adoption of the system as it enables ease of travel in the Brisbane-Gold Coast corridor.

During GC2018, the light rail will play a key role in catering for community and visitor transport, providing direct access to several venues as well as arts and cultural activities. The frequency of light rail services will be increased and hours of operation will be expanded during GC2018 to meet the demand.
2.6 Transport

2.6.4 Change in travel behaviour

In the lead up to GC2018, the City, GOLDOC and TMR will work with major employers to promote public transport, telecommuting, active travel and travelling outside of peak times to reduce pressure on the transport system during GC2018. This will be achieved by running travel demand management and community readiness campaigns delivered by the City and TMR. The aim of these is to raise awareness of travel prior to and during GC2018, so that businesses and community members can plan around them to minimise effects on themselves and the system.

Through the adoption of these transport alternatives, the overall system will be able to operate more efficiently and reduce congestion. Thus, to further encourage the use of these travel options, ticketholders will have free public transport available to and from the competition events and all workforce will have this available when on shift.

The temporary adoption of public or active transport may act as a proof of concept to many residents on the Gold Coast in the new transport services available. This will hopefully lead to behavioural changes in the community and permanent adoption of transport alternatives that could deliver ongoing benefits in reduced congestion, better health, cleaner air and improved sustainability for the region.

Previous major events hosted on the Gold Coast have indicated an increasing willingness for the community and visitors to use active transport modes to get around events in the city. Similarly, previous Commonwealth Games have seen a significant increase in the distances that people are willing to walk or cycle to competition venues or non-competition events, such as arts and cultural activities. Therefore, increasing the number of walking and cycling facilities will be an effective method to move people around and throughout the city during GC2018.

To encourage the increased use of walking and cycling before, during and after GC2018 and the associated behaviour change, the City is investing in the enhancement of pedestrian paths, shared pathways and on-road cycling facilities in key locations across the city. This will be particularly focused within close proximity to GC2018 venues, transport hubs and arts and cultural activities. These enhancements will also be supported by additional end-of-trip facilities, including bicycle parking, which are proposed to be located in suitable locations on multiple approaches to venue precincts. These improvements will provide a legacy that will support increased use of active transport and create a healthier and more active community beyond GC2018.
2.6 Transport

2.6.5 Workforce and volunteer transport

In communications with volunteers (for example, via email, at orientation training, within the learning management system), sustainable transport options will be highlighted and encouraged as the primary method of transport during GC2018. Volunteers and workforce will be made aware of the free public transport available to all accredited workforce members including staff, volunteers and contractors from 25 March – 18 April. Bike parking will also available at all venues.

To increase likelihood of active travel, as well as public transport, volunteers will be assigned to venues near where they live (where possible).

At venue operational planning meetings the transport teams have identified bike parking locations on venues and worked to secure temporary bike racks for each competition venue.
2.6 Transport

2.6.6 Borobi Fan trail

In December 2017 GOLDOC commenced work on the Borobi Fan trail, an official 8.5km designated walking and cycling route for GC2018. The trail is intended to provide an additional experience, using Borobi assets, existing points of interest and Festival 2018 sites along the route. It also aims to reduce demand on the transport network with an engaging active travel route. The Borobi Fan Trail will feature Borobi’s footprints and branded Borobi Fan Trail fence fabric as well as Borobi sculptures. The sculptures will be produced from January 2018 and will be repurposed for legacy use.

2.6.7 Our way forward

GOLDOC predicts that 1.2 million ticketed spectators will attend GC2018 with a workforce of around 15,000 and 6,600 athletes and technical officials. GOLDOC, along with its Games Delivery Partners have embraced this influx of people utilising this mega-event as a catalyst to improve transport infrastructure and behaviour across the Gold Coast.

The focus for GC2018 will continue to be on promoting active and public transport to reduce demand on Gold Coast roads and encourage a positive behavioural shift towards healthy, active lifestyles and more sustainable options.

GOLDOC has encouraged other event organisers to list active and public transport options on event invitations and advertising. This has been adopted by Destination Gold Coast as an ongoing practice.
2.7 Accessibility, Inclusion and Diversity

2.7.1 Our approach

Throughout planning, GOLDOC applied the key principles of inclusion, diversity and accessibility to ensure a dignified, safe and independent GC2018.

The Inclusion, Diversity and Accessibility Policy, published in February 2016 and based on commitments outlined in the Bid, established an operating framework to ensure that everyone feels welcome and included at GC2018 by eliminating inequalities between, gender, race, religion, socio-economic status, sexual-orientation and physical ability.

By setting a clear expectation for all departments and Games Delivery Partners, GOLDOC set the agenda for everyone involved in GC2018. This has been the catalyst for significant improvements in the availability of accessible accommodation, information, transport, venues, food offerings, activities and infrastructure on the Gold Coast.

GC2018 also aimed to celebrate and facilitate cultural diversity for athletes, spectators, volunteers, workforce and technical officials.

Committed to the United Nations Guiding Principles on Human Rights as well as the SDGs, GOLDOC has demonstrated this commitment throughout the planning process.

This alignment with international standards of best practice, provided an opportunity to create a long term and universal legacy for cultural diversity through Queensland and the Commonwealth Games movement.

2.7.2 Our performance

GC2018’s bid for gender equality

Gender equality has been a high priority for GOLDOC to achieve an inclusive, accessible and diverse GC2018. Traditionally, there has been a gender gap in sport, evident in the unequal media coverage of women’s sports, lack of women in coaching positions and fewer medals events available for women compared to men.

With the support of the CGF, GOLDOC aimed to show improvement in gender equality compared to past Commonwealth Games and other equivalent events. For the first time in the history of the Commonwealth Games or other elite multi-sport events, GC2018 will host an equal number of medal events for men and women.

GOLDOC is working to ensure gender equality across medal and gift presenters, volunteers, domestic Batonbearers for the Queen’s Baton Relay and media coverage including social media, website and digital campaigns.

GOLDOC’s recruitment processes have resulted in an almost equal number of women and men staff members across the life of the organisation. In partnership with the CGF, GOLDOC is also working towards the equal appointment of technical officials with Basketball, Hockey and Swimming all expected to achieve this goal for GC2018.

Integrating sustainability and inclusive principles across the organisation has enabled GOLDOC to make a significant contribution to an ongoing legacy of gender equality in the Commonwealth Games movement.
In the 1930 Games in Hamilton, Ontario, women competed in only 12% of medal events.

For the first time in the history of a major multi-sport event, there will be an equal number of medal events for men and women, with the addition of seven women’s events and categories across weightlifting, boxing and cycling.

The new events take the total number of medal events for GC2018 to 275 medal events.
2.7 Accessibility, Inclusion and Diversity

2.7.3 Supporting the LGBTI community

GOLDOC has implemented a range of initiatives to encourage lesbian, gay, bisexual, transgender, intersex (LGBTI) inclusion at GC2018.

Since 2016, through the month of April GOLDOC workforce have proudly worn rainbow laces as part of the April Rainbow Round of Sport.

At an organisational level, GOLDOC participated in the inaugural Pride in Sport Index™ (PSI) in 2016, a benchmarking instrument designed to measure the inclusion of LGBTIQ people within Australian sport and sporting organisations. The PSI is a benchmarking instrument designed to measure the inclusion of LGBTIQ people within Australian sport and sporting organisations.

By taking part in the PSI, GOLDOC has been able to assess our own practice, determining the benchmark for their initiatives against external measures. This also allowed for comparison with other sporting organisations, along with recognising what constitutes good practice. GOLDOC will participate in a second PSI benchmarking process for the 2017 year to measure progress against the previous year’s results.

GOLDOC’s participation in the PSI aligns with its inclusion and diversity vision for GC2018, further supporting GOLDOC’s zero tolerance approach to bullying, harassment and homophobia.
2.7 Accessibility, Inclusion and Diversity

Pride House

Pride Houses are organised and delivered by community groups local to the region to welcome LGBTI athletes, fans and their allies to view the competition, experience the event with others, learn about LGBTI sport and homophobia in sport, and build a relationship with mainstream sport.

GOLDOC has worked closely with several organisations, including the Queensland Police Service and Pride In Sport, to support the organisation of a Pride House for GC2018.

The Gold Coast Arts Centre, with the support of GOLDOC, hosted a community consultation on Saturday 29 July 2017 to explore the concept of a Pride House for GC2018.

A group of 40 community members attended the consultation to learn more about Pride House, and provide their input on how a Pride House could work for GC2018. Planning for a GC2018 Pride House is ongoing.

2.7.4 Planning an accessible GC2018

Leading the way on the Gold Coast, GOLDOC has placed accessibility and inclusion at the forefront of GC2018. GOLDOC has undergone extensive planning to ensure an equitable experience for people of all abilities.

During VOP2 there was an opportunity to review all venues and ensure accessible infrastructure and operational support for people with accessible needs were all in place.

GOLDOC and its Games Delivery Partners aim to deliver a seamless network in accessibility from transport, to infrastructure, accommodation and venues, ensuring inclusive participation at GC2018, leaving a lasting legacy after the event. Many venues including competition, non-competition and support venues have undergone both temporary and permanent venue and precinct footpath upgrades to benefit the whole community.

GOLDOC also developed a number of operational initiatives in the reporting period to enhance the GC2018 experience for spectators with accessibility needs.
2.7 Accessibility, Inclusion and Diversity

Accessible ticketing strategy

In the lead up to the start of ticket sales in April 2017, GOLDOC developed an accessible ticketing strategy to provide a great purchasing experience for people with accessible needs. A dedicated accessible ticketing customer service was set up to streamline ticket purchasing and the National Relay Service was also utilised. Free accessible public transport on the day of the event is also included in the price of the accessible and companion seat tickets.

Two types of accessible seating are available for spectators with accessibility requirements: wheelchair spaces and enhanced amenity seating. To encourage people with accessible needs to attend GC2018, accessible seating for sports sessions will be charged at the lowest price category within each session. For spectators requiring a companion (a person essential for assistance), a complementary ticket will be provided at no additional cost.

Accessible Meeting Points

GOLDOC will have Accessible Meeting Points positioned outside at all competition venues for spectators with accessibility requirements that want assistance to move through the security screening areas to ticket checks and seating.

GOLDOC has undergone Accessibility and Disability Awareness Training for staff members and GC2018 volunteers, increasing awareness of how to support spectators with mobility and other impairments. Trained staff and volunteers will be located at all Accessible Meeting Points to ensure the highest standard of assistance is available.

GOLDOC Accessibility Forum

In November 2016, GOLDOC hosted an Accessibility Forum involving 40 representatives from 20 different organisations in the Queensland accessibility community. With the aim of informing community groups of plans for GC2018 and providing specific accessibility information, team members from 10 different FAs presented their plans and took questions from community members.

Encouraging awareness and inclusion, the forum provided a wonderful opportunity for a range of FAs across GOLDOC to engage with a range of different perspectives, as community groups shared feedback on plans in key areas such as transport, volunteering and spectator services.
2.7 Accessibility, Inclusion and Diversity

Workforce accessibility at GC2018 Venues

GC2018 permanent and temporary venues have been designed to be fully accessible for the workforce. There are some limited instances where the nature of the sport and venue will limit GOLDOC’s ability to cater to accessibility requirements, for example sports workforce positioned on Nerang Mountain Bike trails.

GOLDOC will facilitate support workers to accompany approximately 9 volunteers who require assistance to perform their GC2018 role.

The Volunteer Application Form was designed to be accessible according to the WCAG 2.0 Level AA guidelines. A Volunteer Application Support Program was also delivered through Gold Coast and Brisbane libraries for applicants who required further support.
2.7.5 Accessible Gold Coast

The GC2018 spectator experience extends far beyond the venues and sporting competition.

In consultation with GOLDOC’s accredited accessibility consultant, the Accommodation FA developed an accessibility questionnaire to identify suitable accommodation for Games Family clients with accessible needs.

Accommodation operators undertook a self-audit to define whether their property was fully or partially accessible. The responses to these questionnaires were provided to the City and Gold Coast Tourism (GCT), forming the basis for accessible accommodation options in Destination Gold Coast’s accommodation portal. This is the first time the Gold Coast has held a comprehensive database of accessible accommodation options for the Gold Coast, and will serve as a powerful legacy for future events.

In addition, Destination Gold Coast’s Accessible Gold Coast guide provides meaningful information improving opportunities for accessible wayfinding, beach access, toilets and changing facilities, car parking, pathways, transport, venues and accommodation options.

Following these efforts, in February 2017, the Gold Coast’s first Accessible Tourism Forum was hosted by GCT and the City, with the support of GOLDOC. Over 170 people, representing tourism operators, hoteliers, local councillors and accessibility groups registered to attend, giving them the opportunity to gain greater understanding of the accessible tourism market and see some of the great work happening in this sector on the Gold Coast.

The work to create positive experiences for people with accessibility needs also extends beyond the Gold Coast.

The joint State Government and City ‘Be My Guest’ initiative was rolled out in 2017, supporting front-line tourism and hospitality staff to deliver a high level of service to all guests to Queensland - in the lead up to, during and beyond GC2018, leaving a valuable legacy for the city.

As part of this initiative, a Discover Gold Coast Accessibility Challenge was held, with teams given the challenge of exploring the Gold Coast in a wheelchair and uncovering the amazing experiences available. Further Be my Guest Accessibility Challenges were held in Brisbane, Townsville and Cairns.

The importance of inclusion, diversity and accessibility beyond GOLDOC’s immediate remit has been paramount in creating a welcoming atmosphere for everyone to enjoy GC2018. In cooperation with key partners, GOLDOC has worked to improve accessibility, but also awareness and inclusion on the Gold Coast and beyond to stimulate ongoing improvement, long after GC2018 is over.
Accommodation opportunities

Through the work undertaken by the Accommodation FA, a legacy for inclusive and accessible accommodation on the Gold Coast and for future Commonwealth Games has been created.

Matching accommodation needs with transport needs was also a priority for GOLDOC. To increase transport efficiency, GOLDOC collaborated with key stakeholders, including the Queensland Police Service and Queensland Fire and Emergency Services (QFES), technical officials and Host Broadcast crews to locate their accommodation as close as possible to their designated venues, or resource stations. This will reduce pressure on the transport system and support GOLDOC’s aim to promote public and active transport for GC2018.

GOLDOC’s strategic engagement with accommodation providers has created a baseline of knowledge about the sustainability practices undertaken by the industry and encouraged continual improvement.
2.7.6 Queen’s Baton Relay

The Queen’s Baton Relay (QBR) is a Commonwealth Games tradition that celebrates the Commonwealth’s diversity, inspires community pride and excites people about the world-class festival of sports and culture to come.

The Queen’s Baton carries a message from Her Majesty Queen Elizabeth II that calls the Commonwealth’s athletes to come together in peaceful and friendly competition. The QBR commenced on Commonwealth Day 2017 at Buckingham Palace.

Australian Paralympic champion Kurt Fearnley OAM delivered the Queen’s Baton from Marlborough House along The Mall into the Palace Forecourt, using the specially designed Baton adaptor. Her Majesty Queen Elizabeth II, placed her message to the Commonwealth and its athletes inside the distinctive Baton.

In a Games first, Yugambeh Elders Patricia O’Connor and Ted Williams accompanied Her Majesty at the QBR commencement ceremony to extend an invitation to First Nations People of the Commonwealth to join them at GC2018. This address communicated a symbolic message of acknowledgement, respect and reconciliation throughout the Commonwealth.

**Baton Design**

Community played a large role in the GC2018 Baton design process. 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 Yugambeh 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 Queen’s Baton has been specially designed to capture the boundless energy of the Gold Coast and is an inspiring symbol that will connect the Commonwealth with Australia, Queensland and the Gold Coast.

The Baton shares the message of sustainability through its distinctive features and innovative design. The use of reclaimed plastic in the Baton’s leading edge raises awareness for sustainable practice and demonstrates the importance of protecting oceans and waterways from plastic pollution. Designworks worked with the City and local environmental and conscious community groups to collect plastic from the ocean, waterways, beaches and surrounding areas of the Gold Coast.

Spinifex is a grass-like plant with extensive traditional indigenous uses. Created in Queensland using Spinifex nano materials and resin sourced from North West Queensland alongside other Aboriginal initiatives, the custom-made paper is an example of what can be achieved by combining traditional techniques and modern material technology. The University of Queensland re-interpreted the Spinifex into cutting edge sustainable material technologies, producing a thin, tough and very special bespoke paper.

The Baton is accessible to all: the unique shape provides multiple grip positions allowing the Baton to be carried with comfort regardless of hand size, and 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 also features an adaptor key which allows the Baton to be held on various modes of transport such as a wheelchair, bicycle, boat or where the Baton needs to be secured safely for water-bases activities or climbing.
2.7 Accessibility, Inclusion and Diversity

“This is a great opportunity to showcase how disabled people can be involved in all sports and activities.”

“The Baton has been carried by men and women equally, by children, and by people in wheelchairs. People have been treated equally and with dignity. This is important. We need to look at the future, a sustainable future that has more disabled people involved in sports.”

Mandla Methula, President of the Federation of Organisations of Disabled Persons (FODSWA), Swaziland

“The macadamia tree is native to the Gold Coast region and serves as an important symbol and example of traditional sustainable cultural practice. As groups travelled through Country, macadamia nuts were planted along the journey to mark the way and provided sustenance for future generations. Elders would do this with children and at the same time share knowledge, information and stories. Therefore, the macadamia tree not only provided food sustenance, but cultivated the youth into the future.”

The Macadamia Seed Story as told by Patricia O’Connor.
2.7  Accessibility, Inclusion and Diversity

2.7.7 Queen’s Baton Relay Route

The GC2018 QBR will be the longest and most accessible ever, not just passing through, but spending quality time in each community it visits.

Departing from Buckingham Palace on 13 March 2017, the Baton is traveling on an epic 388-day journey through all nations and territories of the Commonwealth.

The Queen’s Baton will complete its journey on the Gold Coast at the Opening Ceremony on 4 April 2018, where Her Majesty, or a representative, will remove the message from the Baton and read it aloud to officially open GC2018.

On Thursday 23 March 2017, the Queen’s Baton visited Rubavu District in Rwanda’s Western Province, to help shine a light on the importance of environmental conservation.

The thousands of local community members gathered were joined by representatives from the International Union for Conservation of Nature (IUCN) and Water for Growth Rwanda as a part of international water and environment week.

The Queen’s Baton was passed between hands as locals and visitors joined in planting bamboo along the Sebeya River bank; part of a program to teach farmers about planting trees for land protection and stabilisation to ensure future crops.

It was an important connection to the GC2018 Queen’s Baton own message for conservation and environmental sustainability around the Commonwealth.

The QBR’s International Sector has created opportunities for hundreds of communities to unite in celebration of GC2018.

On 24 December 2017 the Queen’s Baton arrived in Australia and commenced the 100-day domestic sector of the Relay. Various local Australian communities across all states and territories will have to opportunity to be a part of the QBR.

As the Baton journeys throughout Australia, the QBR continues to demonstrate GC2018’s vision of positive economic, environment, social and community legacies.
2.7 Accessibility, Inclusion and Diversity

2.7.8 Batonbearers

QBR Batonbearers are everyday people who inspire others to be great. Nominated by their peers for achievements and contributions to their community, a Batonbearer has the honour of carrying the Queen’s Baton and representing their family, friends and community with pride.

The selected batonbearers are people of all abilities, and meet one of more of the following criteria:

1. Has achieved something extraordinary or inspired others to achieve something extraordinary.
2. Has made a significant contribution to either sport, education, the arts, culture, charity or within their community.
3. Has excelled, or aspires to excel athletically or personally.
4. Who contributes to a fun, friendly, vibrant and inclusive community.

Through the RAP, the QBR promotes and encourages nominations for Aboriginal and Torres Strait Islander peoples to become Batonbearers. In addition, accessibility requirements were largely considered throughout planning of the QBR to ensure anyone who requires assistance can participate. In addition to the accessible design of the baton, Batonbearers were given the opportunity to advise organisers in advance of any accessibility requirements or special needs.
2.7.9 Reconciliation Action Plan

GC2018 is the first event of its kind to have an RAP. This is the result of a commitment from Games Partners to deliver legacy outcomes for Aboriginal and Torres Strait Islander peoples, and has been led by GOLDOC and the Queensland Government, through OCG.

Our vision is to deliver a great GC2018 that will recognise, respect and celebrate Aboriginal and Torres Strait Islander cultures.

The GC2018 RAP has been developed in consultation with members of the Yugambeh Language Group and Aboriginal and Torres Strait Islander communities across Queensland. As the first of its kind for a major event and for a Commonwealth Games, the RAP provides a unique opportunity and a guiding framework for other Commonwealth Games host nations to show leadership towards reconciliation with their First Peoples.

The impact of the GC2018 RAP extends well beyond GC2018 to the wider Gold Coast community, other event cities, throughout Queensland and across Australia. It is an international example of best practice in reconciliation, which will provide inspiration for future Commonwealth Games host countries, future major sporting events, and First Nations people throughout the Commonwealth. The RAP generated positive outcomes for reconciliation that will not end with the GC2018 Closing Ceremony.

The RAP has established GC2018 as a truly inclusive ‘friendly games’, with cultural respect at its centre. Locally, GC2018 is called the ‘Jimbelung Games’, using the Yugambeh language word for ‘friend’.
2.7.10 GC2018 RAP Artwork Story

The lead artist and designer on the Gold Coast 2018 Commonwealth Games RAP artwork, Jenna Lee, a proud Larrakia woman from Brisbane based Indigenous creative agency Gilimbaa.

Jenna Lee’s artistic practice is strongly influenced by her heritage as she takes inspiration from traditional artwork styles, drawing on the rich artistic practices of her Larrakia ancestors.

With a shared vision, together in unity, we move forward with energy, and leave our legacy.

2.7.11 Our RAP Commitments

Our key RAP commitments are:

+ Increased procurement opportunities for Indigenous businesses.
+ Increased employment and training for Aboriginal and Torres Strait Islander people.
+ Increased Indigenous participation in healthy active lifestyle initiatives.
+ Increased awareness of Aboriginal and Torres Strait Islander language, culture and histories.
+ Improved connections with Aboriginal and Torres Strait Islander communities.

**Key Commitment: Increased procurement opportunities for Indigenous businesses**

Through the GC2018 RAP, all FAs, Games Delivery Partners and contractors were encouraged to seek opportunities to award contracts to Aboriginal and Torres Strait Islander businesses.

GOLDOC’s procurement activities have resulted in direct spend with Indigenous businesses across the categories of recycling and waste management, hospitality, civil works, printing, cultural awareness programs, design services, cultural performances and ceremonies.

These outcomes for Aboriginal and Torres Strait Islander businesses are a direct result of the GC2018 RAP, which will leave a lasting legacy of economic growth.
2.7 Accessibility, Inclusion and Diversity

Key Commitment: Improved connections with Aboriginal and Torres Strait Islander communities.

GOLDOC are committed to providing the Gold Coast Aboriginal and Torres Strait Islander community with opportunities to share in the development and implementation of the RAP. Two consultation groups, the Yugambeh Elders Advisory Group (YEAG) and the Indigenous Working Group (IWG) were formed and are providing valuable feedback and guidance.

The YEAG and IWG play an integral role in ensuring the representation of Aboriginal and Torres Strait Islander culture across GOLDOC’s GC2018 activities remain respectful and authentic. Collectively, the input of both groups is felt across most GOLDOC FAs, and we are very appreciative of the time and knowledge shared from all involved.
2.7 Accessibility, Inclusion and Diversity

Key Commitment: Increased employment and training for Aboriginal and Torres Strait Islander people.

The GC2018 RAP directly contributed to employment and training opportunities for Aboriginal and Torres Strait Islander people. During the reporting period there was a total of 38 Aboriginal and Torres Strait Islander people placed at GOLDOC, with 25 paid staff, 10 trainee placements and 3 internship opportunities provided.

Key Commitment: Increased Indigenous participation in health, active lifestyle initiatives.

Patty Mills, GC2018 ambassador, is an inspiration for many young Australians and a leader within First Nation communities across Australia who knows what it means to compete for Australia at major competitions.

Joining the GC2018 family as the seventh official ambassador, Canberra-born Patty plays for the San Antonio Spurs in the American NBA and is widely recognised as one of Australia’s best basketball exports.

Even though he will be unable to compete at the Games, the three-time Olympian for the Australian Boomers is excited to join the ranks of his idol, Cathy Freeman, another GC2018 ambassador and share the GC2018 dream with the world.
2.7 Accessibility, Inclusion and Diversity

Key Commitment: Increased awareness of Aboriginal and Torres Strait Islander language, culture and histories.

On 23 December 2017, the Queen’s Baton was handed over from the Ngati Whatua elders of Auckland, who passed the Queen’s Baton on to the representatives of the Yugambeh language Group of the Gold Coast in a traditional ceremony, known as Poroporoaki. This event took place at the Auckland War Memorial Museum, in Auckland, New Zealand.

Yugambeh Elder, Uncle John Graham, accompanied by Jason Sandy and Jarod Fogarty, received the Baton on behalf of the Yugambeh people of the Gold Coast. This ceremony provided a unique opportunity for a respectful First Nations cultural exchange on New Zealand soil.

Official GC2018 medals, designed by Delvene Cockatoo-Collins, were announced on 4 November 2017.

Delvene is a local Nunukul, Ngugi and Goenpul woman of Quandamooka Country, who lives in Minjerribah, North Stradbroke Island. When Delvene designed the medals, she drew inspiration from the stories shared within her family. Delvene explains that the medal designs represent the soft sand lines which shift with every tide and wave. This message is representative of the way athletes are constantly improving themselves and aiming to leave their mark within the Games.
2.8 Community Engagement

Community engagement is an essential part of delivering a sustainable GC2018. The Engagement FA has worked with a number of stakeholders throughout the Gold Coast and broader Australian communities.

Through the engagement process, GOLDOC has connected with over 400 representatives from diverse cultural groups across Australia to educate them about the Games and provide opportunities for their communities to get involved with GC2018.

The Schools Connect program has similar aims, with approximately 90,000 students engaged across 112 schools to ensure the Gold Coast school community is informed, excited, and enthusiastic about GC2018. Athlete ambassadors and Borobi visit local schools as part of the program to promote healthy and active lifestyles.

The Schools Connect Program also gives primary school students the opportunity to create artwork that will be displayed in rooms of the athletes. Around 7,000 artworks will be displayed in rooms at the Commonwealth Games Village.

In addition, The Queensland Government’s Department of Education and Training has developed the Embracing 2018 Global Education program, which supports teachers to use the Commonwealth Games as a real and current context for learning the curriculum. GOLDOC has supported this program by providing GC2018-related content that can bring the Games to life for students.
2.8 Community Engagement

2.8.1 Health Promotions Working Group and public health programs

GOLDOC’s Medical FA have developed a GC2018 medical support program which will offer a high level of clinical care for all GC2018 constituents. In developing the program, GOLDOC have set in motion several impactful legacies for the Gold Coast, through upskilling and training opportunities, education and awareness programs, collaboration with key stakeholders and distribution of assets post-games.

GOLDOC has worked closely with the Health Promotions Working Group established by the Gold Coast Public Health Unit to use GC2018 as a platform to promote a number of health initiatives, particularly sun safety, active travel and lifestyle, precautions for mass gatherings and the Choose Tap project.

This coordinated approach to clinical care has enabled GOLDOC and its Games Delivery Partners to offer a high level of clinical care. To streamline medical services, first responders on venues will be capable of providing a level of care similar to that of a hospital’s emergency department, with the majority of GC2018’s more than 1200 medical volunteers trained as GPs or nurses. This high level of clinical care will reduce demand on the transport system, enhance the Games Family and spectator experience across all venues and provide an important opportunity for medical professionals to gain major event experience. In addition to the medical volunteers, 25 Griffith University student paramedics will have the opportunity to gain valuable experience supporting First Aid services on venues.

A significant quantity of medical supplies and equipment has been procured to service the expected high numbers of spectators and Games Family. As such, a robust legacy strategy has been developed to distribute leftover medical equipment and supplies post-GC2018 to local community groups or medical service providers in conjunction with Games Delivery Partners.
2.8.2 Human Rights

GOLDOC is committed to protecting human rights through good governance. Guided by the United Nations Guiding Principles (UNGP) on Business and Human Rights, GOLDOC takes a holistic approach to the management of human rights across GC2018 planning and delivery. Mega-sporting events have a responsibility to demonstrate strong processes that preserve the basic rights of all human beings.

GOLDOC published its Human Rights Policy in early 2017, formalising the commitment to adopt the UNGP.

An internal assessment was undertaken on the potential impacts of GC2018 on people and the community, as well as opportunities to promote positive human rights outcomes.

Following this assessment, GOLDOC engaged a human rights specialist from Griffith University to assist in the identification of the most salient human rights issues applying the tests of ‘scale, scope and remediability’. Stakeholder consultation was an important component of identifying and affirming salient issues, and included the Australian Human Rights Commission, local community legal centres and human rights practitioners, both national and international.

This process resulted in the identification of the following key focus areas:

+ Security
+ Work, health and safety
+ Supply chain impacts
+ Athlete well-being
+ Local community impacts.

GOLDOC has undertaken a number of initiatives to share lessons learned in the approach to the management of human rights for GC2018. In partnership with the CGF, GOLDOC participated in discussions with representatives from UNICEF UK and Belfast 2021 to support the transfer of human rights knowledge to future mega-sporting events. A comprehensive overview of GC2018’s approach to human rights has been compiled to further support this knowledge transfer.
2.8 Community Engagement

2.8.3 Event WHS framework for Queensland

GC2018 has set a high standard for work health and safety (WHS) within the event industry by creating a management system developed specifically for large events.

Across Australia there is limited WHS guidance material available on best practice methods to manage major events. To help create future contract and engagement opportunities in Queensland and Australia, GOLDOC has been proactive in sharing knowledge gained through the planning process with local businesses and authorities.

It has been challenging to accommodate the requirements of the major event industry in the scope of the current legislation, however the transfer of knowledge undertaken with local and international contractors will ensure Queensland continues to benefit from GOLDOC’s robust safety systems and documentation.

GOLDOC continues to work in close partnership with local authorities to ensure the successful delivery of a great and safe GC2018.

The following table sets out a summary of reported WHS incidents during the reporting period.

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<th>Incident Type</th>
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* Other includes, volunteers, spectators, members of the public, officials, athletes and Games Family
2.8 Community Engagement

2.8.4 Homelessness Protocol

People experiencing homelessness are often marginalised within the community and are often faced with significant barriers when participating in social, recreational and cultural life. In 2017, GOLDOC operated a stall at the annual Homeless Connect event to provide people who are homeless with information about GC2018 and the free events they could attend. This aligns with GOLDOC’s vision to create an inclusive and diverse GC2018.

To ensure that public places are shared by all people during GC2018, GOLDOC has assisted the Queensland Government in developing a protocol for working with people experiencing homelessness in public places during GC2018. The objective of the protocol is to provide a framework for officials to ensure they treat people experiencing homelessness respectfully and appropriately.

2.8.5 Charity partner – Gold Coast Community Fund

In August 2017, GOLDOC announced the Gold Coast Community Fund (GCCF) as the Official GC2018 Charity. Established for more than 16 years, the GCCF seeks to raise funds through a variety of initiatives creating a central funding pot for distribution to charities, community organisations and individuals in need of emergency support.

The Official GC2018 Charity partnership with the GCCF provides an opportunity to give back to the people of the city that is delivering GC2018, by supporting those in need across a very broad range of charitable, educational and recreational areas of the community.

The headline fundraiser for the GCCF was the GC2018 Charity Gala, held on 4 November at The Star, Gold Coast, which delivered $360,000 to the GCCF. This event was recognised within industry for delivering one of the largest amounts raised at a charity gala on the Gold Coast in history. GCCF also has the ability to raise funds during GC2018, and they have chosen to do this through in-venue videos directing spectators to an online fundraising mechanism.
2.8 Community Engagement

2.8.6 It’s A Penalty

GOLDOC is proud to partner with the Happy Child Foundation in promoting the It’s A Penalty (IAP) campaign. IAP is an international campaign designed to raise awareness of child safety through sports advocates and ambassadors.

The campaign will be promoted through in-venue videos prior to the commencement of sporting sessions, and onsite activations in venue procession areas.

GCCF provides a strong focus on support of the local Gold Coast community, while IAP is an international campaign which will reach all Commonwealth nations and territories.

2.8.7 Our way forward

We are committed to continually improving our human rights performance. In the lead up to GC2018, a number of GOLDOC FAs will continue to review and implement, where appropriate, the recommendations from the third-party risk review.

In addition, all 4,200 general security officers for GC2018 will receive an overview of GOLDOC’s Approach to Human Rights as well as access to the Human Rights Policy at induction training for GC2018.
Beyond GC2018

GC2018 offers a unique opportunity to redefine the Gold Coast and integrate sustainability across our city. GC2018 will showcase international best practice in sustainability and encourage positive and enduring change throughout local businesses, industry, government and individuals.

Thousands of people have played a part in realising GOLDOC’s sustainability vision, from our Games Delivery Partners and suppliers, to visitors and local communities. Our suppliers and Games Delivery Partners are adopting more sustainable practices, our sponsors are supporting GOLDOC to raise awareness and all of our spectators will play a role in making GC2018 a sustainable Games.
3.0 Appendices
3. Appendices

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Appendix 2 – Contacts

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Weekdays 8.30am – 5.00pm

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

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