

2019/20 ANNUAL PERFORMANCE REVIEW



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International Convention Centre Sydney (ICC Sydney) stands and operates on Tumbalong, the land of the Gadigal clan of the Eora Nation.

In the spirit of reconciliation and as a demonstration of respect for the traditional laws, customs, cultures and country of the First Peoples of this land, ICC Sydney warmly acknowledges the traditional custodians of Gadigal Country and demonstrates respect to Elders past, present and emerging.

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MESSAGE FROM THE MINISTER



As Planning and Public Spaces Minister, one of the joys of the job is being able to see the shape of our city improve with the right decisions based on sound planning principles.

ICC Sydney has earned its reputation as Sydney's undisputed world class hub for entertainment, exhibitions and conferences. ICC Sydney's modern and sophisticated facilities are a major drawcard for local and international events, and attract local workers, residents and tourists. At the heart of Darling Harbour, it is accessible by several modes of transport, making it an easy place to visit.

With our State and national travel, tourism and events sectors hit hard by the COVID-19 pandemic, ICC Sydney has contributed positively to the NSW economy by continuing to create jobs and give back to our community in the most challenging of times.

In FY2019/20, ICC Sydney events generated \$510 million in direct expenditure to NSW and created nearly 3,000 local jobs.

Attracting investment and keeping people employed are the key drivers to our economic recovery and ICC Sydney is doing just that.

The venue has also demonstrated its ongoing positive social impact by giving back through an industry leading Corporate Social Responsibility and Legacy Program and by supporting locally based suppliers.

As we look towards recovery from a devastating year, I am confident that ICC Sydney will play a pivotal role in the future success of NSW and Sydney's continued success as a vibrant and culturally rich destination.

**THE HON. ROB STOKES
MINISTER FOR PLANNING AND
PUBLIC SPACES**

MESSAGE FROM THE CEO



“It was the best of times, it was the worst of times”, Charles Dickens began A Tale of Two Cities. I hope the great writer will forgive me for borrowing his words but I cannot think of a phrase which better summarises the extraordinary year that was FY2019/20 for ICC Sydney.

Until March 2020, Australia’s premier convention, exhibition and entertainment venue was on track for another outstanding year. Set to meet our financial and economic obligations, deepen our community impact and grow our reputation as a premium venue in a world class city, it really did feel like we were enjoying the best of times.

However, 2019/20 turned out to be a year in two parts. The momentum achieved in our first eight months was abruptly halted by the outbreak of the coronavirus (COVID-19) pandemic. Like nations, industries, organisations and individuals, ICC Sydney felt the impact quickly and severely. Travel and gathering restrictions led to the cancellation of all events and, with huge sadness, we had to temporarily scale back our team.

Delivering our Annual Performance Review has, however, provided an opportunity to stop and reflect on the year as a whole. While the last quarter delivered a blow to overall results, this document is an important reminder that this was an extraordinary year cut short by historic circumstances.

Despite four months of lost activity, delegates attending events at ICC Sydney in 2019/20 still generated A\$510 million in direct expenditure for the State, of which 73% came from international and interstate visitors. Our events further led to 981,445 overnight stays in Sydney and created 2,806 local jobs.

We also continued to invest in our diverse and inclusive workforce to provide careers not just jobs, which is in turn reflected in our satisfaction ratings. The annual average of our EY Sweeney delegate survey returned a 98% satisfaction rating, while an internally run client survey delivered a score of 99%.

On top of this, I am immensely proud of the work and impact that ICC Sydney's committed team continued to deliver in the face of COVID-19 restrictions.

Meanwhile, our commitment to delivering social, environmental and economic benefits to our local community - which is both an opportunity and a privilege - remained unwavering. Highlights included committing to purchasing 100% NSW wines, winning the 2020 UFI Sustainable Development Award, being named the KARI Foundation Partner of The Year for 2019 and launching numerous initiatives with event clients via our award-winning Legacy Program.

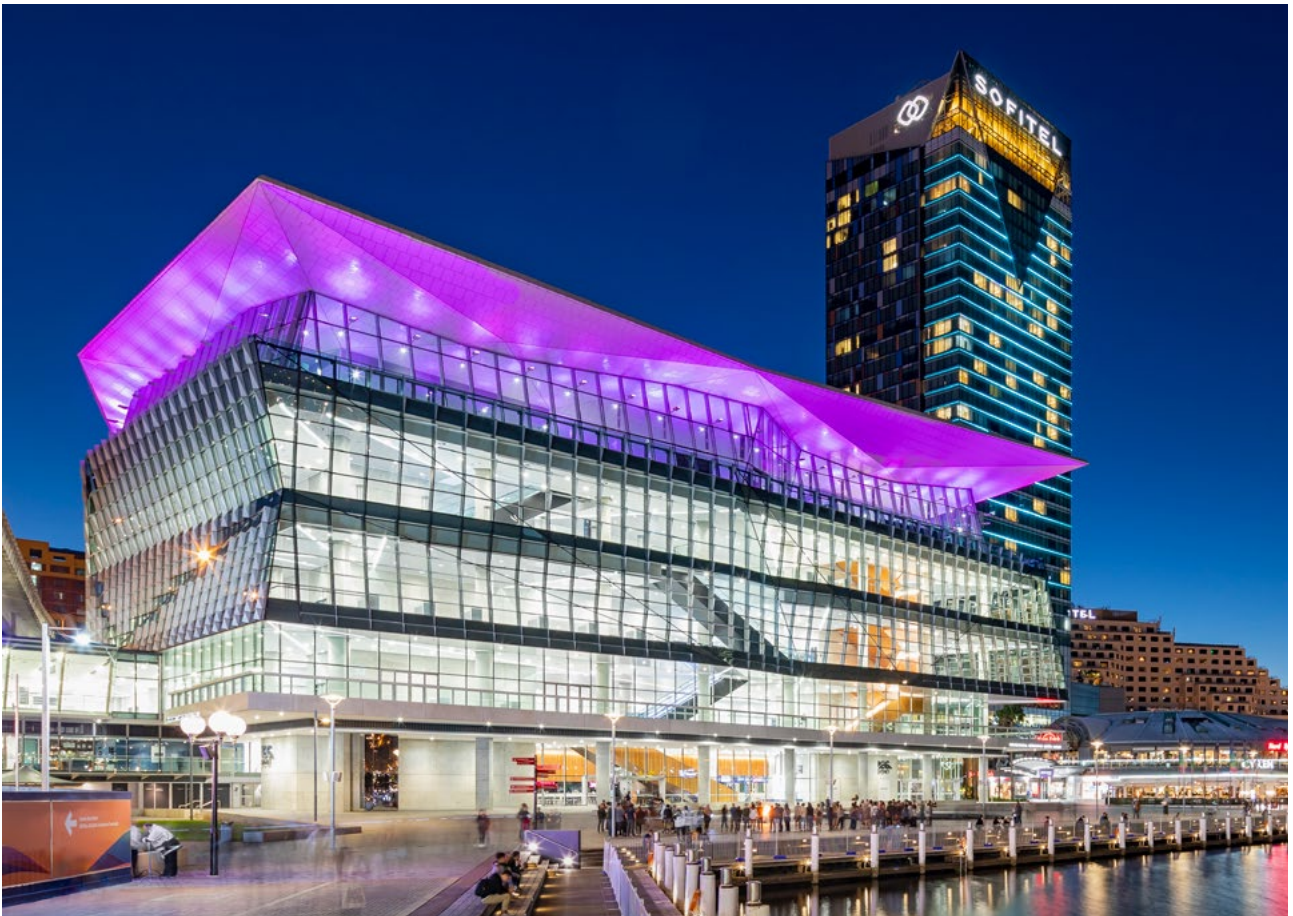
On top of all this, I am immensely proud of the work and impact that ICC Sydney's committed team has continued to deliver in the face of COVID-19 restrictions. We innovated quickly to create virtual events solutions for our partners and clients, and deepened our commitment to our local community by using our venue and team to continue to support and serve them during this time.

Reflecting back on the year, it really has been both the best and worst of times and I am realistic that the road to recovery may not be quick. Nonetheless, it has also reaffirmed for me the fantastic impact that this world class venue delivers to clients, community and the economy. I am confident that ICC Sydney and its talented team will play an important role in Sydney and Australia's recovery from this crisis.

I look forward to keeping you updated on our progress.

GEOFF DONAGHY
CHIEF EXECUTIVE OFFICER

ABOUT US



ICC Sydney is a \$1.5 billion development delivered by the NSW Government and Darling Harbour Live, comprising Lendlease, Hostplus, Aware Super (formerly First State Super), Capella Capital, ASM Global (formally AEG Ogden) and Spotless FM.

Australia's first fully integrated convention, exhibition and entertainment venue, ICC Sydney features a striking contemporary design, leading technology and world class meeting and exhibition spaces. Designed to respond to future demands of the meetings industry,

with the capability and flexibility to meet a comprehensive range of event requirements, ICC Sydney has already established itself as one of the most sought after venues.

ICC Sydney sits on the Sydney Harbour foreshore within its own dynamic dining, leisure and residential precinct, surrounded by finance, technology, innovation and learning hubs. It is the jewel in a A\$3.4 billion, 20-hectare transformation of Darling Harbour.

PROUDLY MANAGED BY ASM GLOBAL

ICC Sydney is proudly managed by ASM Global, the world's leading venue management and services company. ASM Global was formed through the merger of AEG Facilities and SMG, global leaders in venue and event strategy and management. The company's elite venue network spans five continents, with a portfolio of more than 300 of the world's most prestigious arenas, stadiums, convention and exhibition centres, and performing arts venues.

Being part of the ASM Global network provides ICC Sydney with unique access to global intelligence, industry resources, marketing and best practice, all of which has contributed to the venue's ongoing success.



VISION

To be the best performing convention, exhibition and entertainment centre in the world.

MISSION

While delivering success for our clients and stakeholders, we are driven to also make a difference within our community as we operate an extraordinary venue with extraordinary people who win, run and support extraordinary events.



VALUES

Managed by ASM Global; a trusted organisation with an excellent reputation and respected industry experience, clients have confidence in us because we understand their needs. We are honest and transparent, we do what we say we will do and are known for our professionalism, skill, reliability and strong moral principles.

Connected locally, nationally and globally; we are characterised by our large and strong network and provide a platform that connects our guests to the world. We embrace diversity and thrive on bringing together minds from across the globe.

We are problem solvers and innovators. We strive for creative solutions; we have the leadership, insight and skills to attend to each detail with world class proficiency, providing flexible options and endless opportunities for events and event organisers.



If we live our values, then we are successful. Our success is that of our clients; we listen, plan, observe, anticipate and act to achieve success. We understand what it takes to deliver a successful event. We are dedicated to making every event instil pride in our clients and our city so that everybody wins.

CULTURE



ICC Sydney is committed to being an employer of choice and providing a great place to work that creates meaningful and fulfilling careers, not simply jobs. Our investment in our people continues to deliver outstanding results.

Our focus on recognising and retaining high-performing talent resulted in 43 internal promotions and 11 casual progressions into permanent roles.

SKILLING OUR TEAM FOR SUCCESS

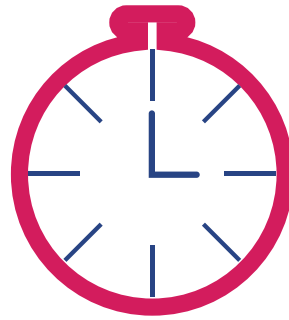
We run the Academy of Extraordinary (AoE) which features 147 internal and external training courses in partnership with providers like TAFE NSW, to offer innovative learning opportunities in both formal and informal settings.

Our internal program, My Extraordinary Journey, continues to offer clear career pathways for team members through talent, leader and career development streams, in turn increasing engagement.

We also introduced the Propeller Program this year in direct response to the COVID-19 pandemic. This internally run program of training modules is upskilling our team to safely win, run and support events in a pandemic and post-pandemic environment.

In total, team members undertook 16,023 hours in training in 2019/20, building their capabilities and contributing to our phenomenal client and delegate satisfaction rates of 99% and 98%, respectively.

147 INTERNAL
EXTERNAL COURSES



4 TRAINING
16,023 HOURS

43



**CASUAL
PROGRESSIONS**

11

PROMOTIONS
INTERNAL

DIVERSITY AND INCLUSION



Diversity is about recognising and valuing the different knowledge, skills, backgrounds and perspectives that people bring to work, regardless of whether those differences are based on age, gender, ethnicity, sexual orientation, social background or other factors.

To be a global leader, we believe that diversity must not only be visible within ICC Sydney's workforce but also across its partners, supplier base and content. This is how we build organisational capability and deliver the best guest experience to the people that ICC Sydney is dedicated to serving.

Our diversity strategy is built on six key streams, identified opposite.

To foster understanding, integration and collaboration between all team members we run a program of activities for each stream and across streams. This includes marking LGBT days of significance, hosting parent and carers picnics and running cross-generational skill swaps.

GENERATION SUCCESS

The typical workplace is made up of a team that spans up to five different generations, and ICC Sydney is committed to accommodating individuals in all stages of their life. Providing initiatives like 'transition to retirement' opportunities, financial planning sessions or flexible work practices ensures that all of our team members are set up for a comfortable life in the future.

PARENTS AND CARERS

ICC Sydney aims to be a family friendly employer focused on supporting parents and primary carers to move back into the workforce following a period of parental leave.

This support is extended beyond their return, with the provision of an ongoing support network within for working parents.

FIRST NATIONS

ICC Sydney aspires to be an employer of choice for Australia's First Nations people. By engaging with communities and educators, ICC Sydney is focused on apprenticeship, traineeship, career and development opportunities for First Nations people.

ABLE @ WORK

Removing the barriers for people in the workplace, ICC Sydney is committed to providing opportunities to those who have a physical or intellectual disability.

LGBT

We aim to create a workplace environment that is inclusive of Lesbian, Gay, Bisexual and Transgender (LGBT) people, free from any form of discrimination, bullying or harassment, where LGBT people feel open to be themselves. Our LGBT stream is benchmarked against the AWEI index (Australian Workplace Equity Index) and internally supported by an employee resource group.

NEW AUSTRALIANS

ICC Sydney believes that part of its strength comes from our ability to embrace and appreciate different perspectives, cultures and experiences. Employment is integral to the settlement journey for newly arrived refugees, migrants and asylum seekers and the venue is committed to providing this valuable pathway to assist in achieving independence.

KEY RESULTS

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A YEAR IN TWO PARTS

ICC Sydney's results for FY2019/20 reflect a year in two parts. Until March 2020 the venue was on track to deliver another extraordinary year, reaching or exceeding key financial, economic and social impact targets. This trajectory was abruptly halted by the COVID-19 pandemic. Resultant restrictions on gatherings and international and interstate travel prevented in-person events from taking place at the venue from mid-March onward, with operations shifting to 100% virtual events.

Key results for the year are therefore significantly lower than the equivalent figures for 2018/19. Rather than providing a like-for-like comparison against the preceding 12 months, these results reflect a strong year cut short by unprecedented circumstances.

During 2019/20, ICC Sydney delivered 487 core events, generating A\$510 million in delegate expenditure, down from A\$896 million in 2018/19 when the venue hosted a full 12 months of events. Of this, 73% (A\$372 million) came from international and interstate visitors.

Events held at the venue resulted in 981,445 overnight stays, driving continued investment in local hotel refurbishment and development, and the creation of 2,806 jobs.

ICC Sydney hosted 18 major international events and 96 national conventions this year, down on 33 and 112 respectively in 2018/19, again, reflecting a year cut short. These attracted 70,593 international delegates and 195,273 visitors from interstate. The exhibition industry also continued to play a fundamental role in the venue's success, with 41 exhibition events delivered.

Through its Legacy Program, ICC Sydney provides opportunities for a broad cross-section of the community and drives positive financial, social and environmental impacts across New South Wales (NSW). The venue continued to deliver its Reconciliation Action Plan (RAP) this year, having been the first convention centre in Australia to launch a RAP the previous year. It also deepened its commitment to NSW communities by increasing the percentage of purchases from the State's suppliers.

\$ 510M DELEGATE EXPENDITURE \$\$\$\$

2,806 JOBS CREATED



981,445

OVERNIGHT STAYS

487 CORE EVENTS



**RECONCILIATION ACTION PLAN
CLIENT LEGACY PROGRAM**

SUCCESS IN THE FACE OF ADVERSITY



Sydney maintains its position as Australia's premier international events destination and status as a global city, with ICC Sydney playing a fundamental role in this success. The venue continues to win, run and support a dynamic mix of events across international and national market segments, and in 2019/20 demonstrated its ability to pivot its offering in response to extraordinary circumstances.

Between July 2019 and mid-March 2020, ICC Sydney hosted 18 major international conventions, the greater proportion of which resulting from its continued close collaboration with Business Events Sydney. This number, as well as total delegates, is down on the previous year due to COVID-19 restrictions on travel and gatherings, resulting in the postponement or cancellation of events during the last quarter.

Alongside international events hosted in the first eight months of the year, ICC Sydney continued to deliver on repeat local business, underscoring the quality of our team and in-house services.

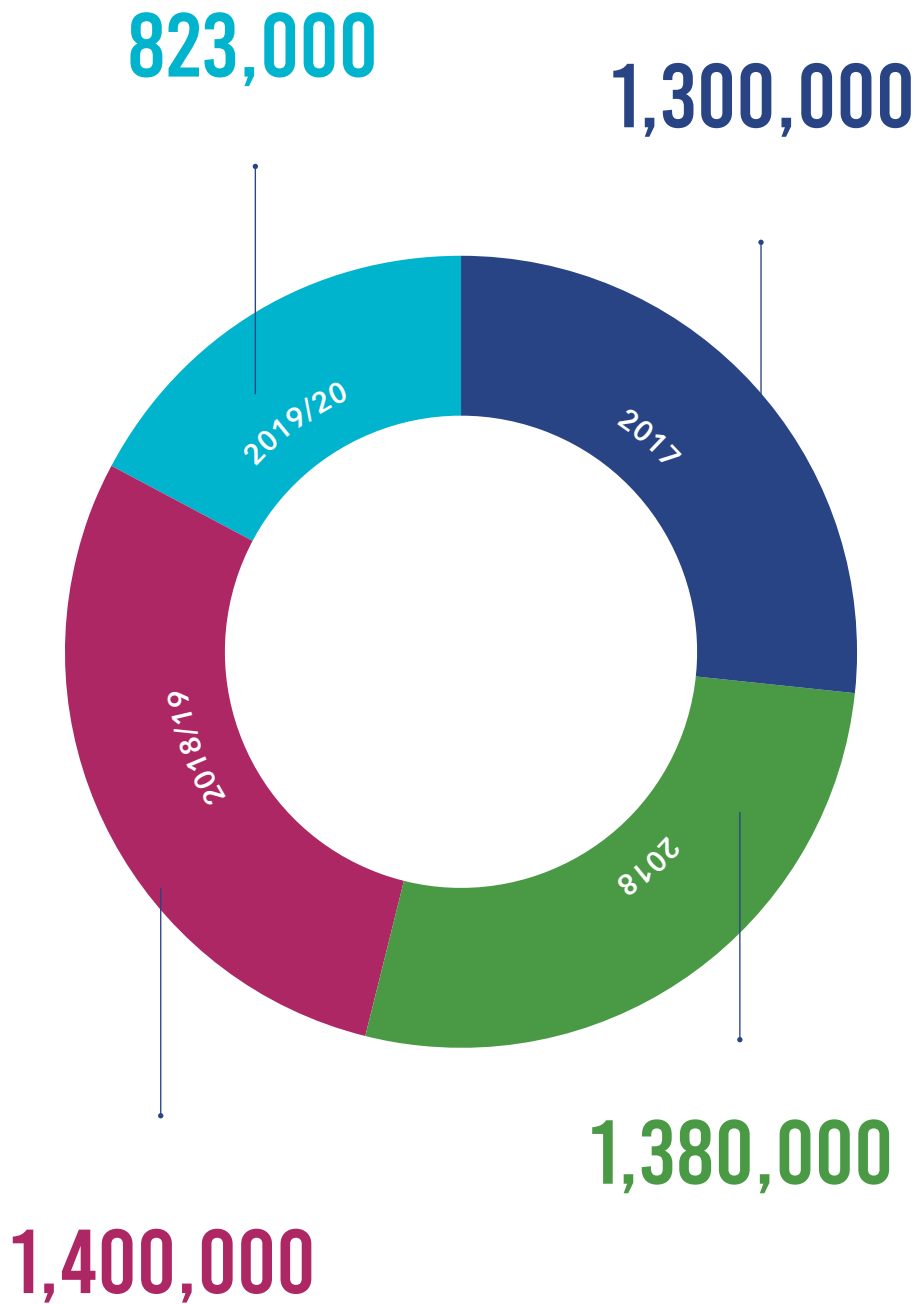
Demonstrating that innovation is embedded within ICC Sydney's DNA, the venue developed a range of virtual event solutions in rapid response to the implementation of COVID-19 gathering restrictions. These enabled clients to continue to safely connect and come together.

Between March and the end of June 2020, ICC Sydney delivered 55 virtual events in a range of formats. This included pro bono support for government agencies, industry associations and charities.

Highlight events for the full year included the inaugural Million Dollar Round Table (MDRT) Global Conference, 2019 Australian Clean Energy Summit, PACIFIC 2019 International Maritime Exposition, RoboCup 2019 and MEALIVE 2019 Awards.

The seamless delivery of this variety of complex programs demonstrates ICC Sydney's leading technical and production facilities, its robust digital and security infrastructure and meticulous advance planning skills, stakeholder collaboration and innovative event delivery.

EVENT DELEGATES AND ATTENDEES BY YEAR*



* In mid-2018 ICC Sydney moved reporting from the calendar year to the financial year, reflected in results provided here.

RESPONDING TO COVID-19



The outbreak of the COVID-19 pandemic in Australia has had an unprecedented impact on the events industry and ICC Sydney. From mid-March 2020 a series of progressive restrictions were implemented by

the Federal and NSW Governments to protect the community, initially limiting and then stopping all in person gatherings from taking place at the venue.

SUPPORTING COMMUNITY

Unable to deliver a scheduled program of events, ICC Sydney reaffirmed its commitment to local community during this period through the provision of the venue and team members' time to support a range of initiatives and events. These included:

- Providing free onsite parking for NSW emergency services personnel and access to parking for the public.
- Utilising the venue for police and military training.
- Delivering virtual events for NSW Government, schools, industry and charity partners.
- Promoting NSW food and beverage suppliers directly to consumers via ICC Sydney's social media channels and website.

DRIVING INDUSTRY RECOVERY

Since the outbreak of the pandemic, ICC Sydney's CEO and Executive Team have worked in close collaboration with industry bodies, peers and partners to expedite the safe return of business events, supporting the recovery of a sector worth over \$35 billion to the Australia economy annually*.

This includes working with the Business Events Council of Australia (BECA) - for which ICC Sydney's CEO, Geoff Donaghy, is Deputy Chair - to deliver the *COVID-19 Business Events Recovery and Rebound Framework* and representing the business events industry on the Australian Chamber of Commerce and Industry (ACCI) Tourism Restart Taskforce.

CREATING A COVID SAFE ENVIRONMENT

In partnership with our owners, ASM Global, ICC Sydney launched an EventSafe Operating Framework in June 2020 - a set of operating principles that has enabled the venue to safely run events in an environment transformed by the pandemic.

The comprehensive set of protocols spans 16 key areas of event management, including the customer journey, environmental hygiene, food service, technology and equipment and employee and public awareness, and covers meetings, conferences, exhibitions, live events and internal operations.

It integrates best practice from parent group ASM Global's VenueShield, a program of the most advanced hygienic safeguards, informed by public health authorities, medical and industry experts, which is being deployed in ASM Global's 325 worldwide facilities.

The framework also operates within the safety protocols of Safe Work Australia's Codes of Practice, which underpins how ICC Sydney works under the Work Health Safety law and, more recently, the COVID-19 Safe Workplace Principles.

The plan further draws on ICC Sydney's work with national and international industry bodies to develop industrywide protocols in response to COVID-19. These have been evolved into a venue specific framework, which responds to the need of clients for a level of detail that will allow them to confidently start planning future events.



EventSafe integrates best practice from parent group ASM Global's VenueShield, a program of the most advanced hygienic safeguards, informed by public health authorities, medical and industry experts, which is being deployed in ASM Global's 325 worldwide facilities.

* Business Events Council of Australia (BECA), April 2020

CASE STUDY

2019 MILLION DOLLAR ROUND TABLE CONFERENCE

1 - 4 September 2019



1st inaugural global conference outside of USA



136 ICC Sydney team leaders



7,700+ delegates from 38 countries



460 transport trips coordinated



1,000 program general arrangements volunteers



9 official languages interpreted



285 ICC Sydney team members

In September 2019, ICC Sydney hosted the first Million Dollar Round Table (MDRT) inaugural global conference outside of the United States.

The event saw more than 7,700 of the world's leading life insurance and financial services professionals from 38 countries come together over four days, to share innovative practices and collaborate in an inspiring destination.

Working in partnership with The Premier Association of Financial Professionals, an ICC Sydney operational team of more than 285 team members delivered the event program to a world class standard, utilising a range of multipurpose spaces to create extraordinary experiences.

To ensure the perfect Sydney experience for delegates, ICC Sydney worked closely with external suppliers to roll out the red carpet for MDRT members - from coordinating 460 buses to transport patrons, and providing nine language interpretation services for international delegates, to arranging for 'Ask Me Temps' volunteers to assist with wayfinding and language translation.

Event organisers optimised the venue's purpose-built design and activated across ICC Sydney's Exhibition Centre, Aware Super Theatre* and Convention Centre, including Pyrmont Theatre and Parkside Ballroom. Flawless wireless connectivity was also delivered during the multi-day event for international delegates and team members, with a total of 4.6 terabytes of data used and up to 8,000 people across the Darling Harbour precinct accessing the network simultaneously.

Highlights from the program included an opening ceremony in the Aware Super Theatre, where crowds were treated to roaming entertainers on stilts, a flag ceremony with a member of MDRT representing each nation and performances of the United States and Australian national anthems.

According to MDRT, ICC Sydney proved to be the ultimate venue partner for the Association's global conference, reinforcing Sydney's strong reputation as a leader in the world's financial services sector.

ICC Sydney provided us with so much more than a venue to house our first MDRT global conference. From the team's welcoming and accommodating nature, to their transparent and service-focussed mindset, the attention given to each individual patron's needs was impeccable. We couldn't be more pleased with the result - it's been a true partnership.

JEANNE MALONE
MDRT Meeting Services Director

**Formerly First State Super Theatre*

CASE STUDY

MEALIVE 2019 AWARDS

29 May 2020



468 tickets sold pre-event



3 hour live webcast stream



100 finalists in virtual rooms seamlessly interconnected



15 audio visual production crew socially distanced over two studios



Bespoke food and beverage content, red carpet and after party with DJ delivered virtually

The Australian event industry's premier awards evening – the MEALIVE 2019 Awards – was broadcast live from ICC Sydney Studios on 29 May 2020.

The event marked several milestones in the history of the Association's awards, being the first time MEA had combined both State and National awards ceremonies and also the first time the industry's night of nights was delivered in a virtual format – the result of COVID-19 restrictions in place at that time.

In a first for ICC Sydney also, as principal sponsor for the awards, the venue was responsible for rapidly reimagining the event into an online format. The ICC Sydney team provided audio visual production, event management, culinary and marketing services and the venue space within ICC Sydney's broadcast studios, to deliver the event at short notice and in close collaboration with MEA.

As a digital webcast, the event still successfully delivered the build-up and buzz attendees have come to expect from the annual event, through both pre-event and live streamed content. This included a pre-event welcome video from Robyn Johnson, Chief Executive Officer of MEA, pre-seeded 'what to cook' and 'what to drink' videos from ICC Sydney's Executive Chef and Beverage & Cellar Manager, a digital red carpet and a DJ hosted a virtual after party.

Zoom online meetings technology was utilised on the night itself to remotely connect multiple callers and create breakout rooms for groups of finalists within categories. ICC Sydney's production team accommodated more than 100 finalists in virtual rooms, so that all viewers could see responses and winners' speeches live. Interstitial messages from event professionals from around the country were also presented as part of the fast-paced three hour program.

ICC Sydney successfully delivered the first ever virtual MEALIVE 2019 Awards to a world class standard. This was a huge technical undertaking within a short timeframe and against the backdrop of COVID-19 restrictions. The venue's team of professionals made the whole experience seamless. We could not have presented this year's program to such a high standard without their creativity, help and direction. We had a vision, then the ICC Sydney team took our brief and added their expertise, exceeding all expectations.

ROBYN JOHNSON
CEO, Meetings & Events Australia

EXTRAORDINARY RESULTS: AWARDS, ACCREDITATION AND RECOGNITION



ICC Sydney and its Darling Harbour Live partners demonstrated global leadership again in FY2019/20, adding a further 14 awards, accolades and accreditations to the 41 achieved in 2017 and FY2018/19.

This year's awards were secured in recognition of its design, venue operation, culinary services, sustainability, training and its extraordinary people.

VENUE (1)

2019 MEA National Awards

Best Venue, Capacity more than 1,500

AIPC Apex Awards

AIPC Apex Award 2020, Finalist

CSR (4)

2019 MEA National Awards

Event Legacy Award - Legacy Program SIBOS 2018

KARI Foundation Awards 2019

KARI Partner of the Year Award 2019

UFI Sustainable Development Award 2020

UFI Sustainable Development Award 2020 Winner

EEAA 2019 Awards for Excellence

Best Corporate Citizenship Award

CULINARY SERVICES (2)

New South Wales Wine Industry Association President's Award

Inaugural President's Award for Outstanding Support of the NSW Wine Industry

Spice Magazine Spice Hot 100

Convention centre with the best in-house catering, Finalist

PEOPLE AND TEAM (6)

2019 MEA National Awards

Operations Person of the Year, Marc Singerling

2019 MEA National Awards

Platinum Event Professional of the Year, Marc Singerling

Australian Security Industry Awards 2019

Outstanding Security Team Award

ICCA Marketing Award

ICCA Marketing Award, Finalist

EEAA 2019 Awards for Excellence

Best Venue Team, SIBOS 2018

EEAA 2019 Awards for Excellence

Richard Geddes Young Achiever Award, Aiden Hippensteel

ACCREDITATIONS AND CERTIFICATES (6)

EarthCheck

EarthCheck Silver Certification

ISO14001

Environmental Management System

ISO45001

Occupational Health and Safety Management System

ISO9001

Quality Management System

ISO22000

Food Safety Management System

Leadership in Energy and Environmental Design (LEED)

Gold Certification

AWARE SUPER THEATRE



Located in the heart of Darling Harbour, Aware Super Theatre has hosted top live entertainment events and global talent, including Keith Urban, Jerry Seinfeld, Ariana Grande, Kylie Minogue, Hillary Clinton, Cher and Elton John.

In July 2019, ICC Sydney was proud to announce that First State Super (renamed Aware Super from September 2020) secured the naming rights to the world class ICC Sydney Theatre for 10 years.

Already an existing equity partner, the agreement increased Aware Super's investment in ICC Sydney, as a result of the strong performance of the venue's operations, its brand and reputation.

Since the partnership came into place, ICC Sydney and Aware Super have worked together to ensure that the Fund's members and all patrons enjoy exceptional live events, and to drive positive community impact.

Located in the heart of Darling Harbour, Aware Super Theatre has hosted top live entertainment events and global talent, including Keith Urban, Jerry Seinfeld, Ariana Grande, Kylie Minogue, Hillary Clinton, Cher and Elton John.



SERVICE EXCELLENCE

OUR COMMITMENT

29

OUR COMMITMENT

ICC Sydney's team of exceptionally talented professionals provides a committed service to clients, delegates, patrons and guests. Their experience is backed by a friendly, genuine approach to business that is consistently praised by the venue's cross-section of stakeholders.

The results of the annual delegate satisfaction survey conducted by EY Sweeney and an internally run client survey returned strong satisfaction ratings on a par with previous years. To reflect the early end to events this year, results for FY19/20 were taken at the end of February 2020.

98% DELEGATE SATISFACTION



LEGACY IMPACT

360 DEGREE IMPACT

31

LEADING THROUGH LEGACY

32

360 DEGREE IMPACT

Committed to cultivating a powerful legacy from the events it hosts, ICC Sydney's industry leading Legacy Program enjoyed continued success over the last year. The venue engaged with 61 events and successfully initiated 34 activations, supporting events to deliver on social, environmental and economic outcomes.

Events supported through the program ranged from corporate banquets to exhibitions and large scale international conferences. Driven by client goals and expectations, the range of Legacy Program activations run in 2019/20 delivered diverse outcomes including:

- Diverting 6,310kg of event materials from landfill.
- Sharing industry best practice through site tours and event panel participation.
- Hosting the inaugural 'Find My Spark' - an immersive experiential learning program for high school students during Spark Festival.
- Educating and facilitating clients in minimising food waste.
- Showcasing First Nations and emerging artist performances.
- Working with UTS's Innovation and Entrepreneurship Unit to provide students with a public platform for their ideas.

The program provides clients and their delegates with the opportunity to collaborate, engage and exchange knowledge across five key streams - Creative Industries, First Nations, Generation Next, Innovators and Entrepreneurs, and Environmental Sustainability.

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LEADING THROUGH LEGACY

CREATIVE INDUSTRIES

Connecting talent from across the Sydney community



Sydney is home to an abundance of talented performers, artists and designers. Through our network, ICC Sydney is able to provide a creative connection for clients, from featuring emerging or established artists and performers at an event, to facilitating bespoke artwork tours and assisting in organising gifts for delegates from authentic Australian artists.

The Talent Development Project (TDP) is Australia's leading music training program, preparing students for careers in the entertainment industry. The program has graduated hundreds of students who have national and international careers, including Human Nature and Angus and Julia Stone. ICC Sydney connects TDP with clients to showcase local emerging artists, performers and musicians at their events.

FIRST NATIONS

Acknowledging and exploring local culture and engaging with First Nations businesses



Australia is a land with a proud First Nations heritage. In the spirit of reconciliation, we are committed to paying our respects to Elders past and present and acknowledging the original custodians of this country, and providing connections for clients to do the same.

KARI Alumni Singers deliver powerful, authentic performances that celebrate and showcase First Nations culture. ICC Sydney connects clients with the talented graduates from KARI's Vocal Identification Program to offer a stunning, modern acknowledgment of country experience for event attendees.

GENERATION NEXT

Fostering the next generation of thought leaders and members via student engagement



To help engage, foster and support the next generation of leaders, ICC Sydney works with clients, as well as partners in academia and industry, to provide the leaders of tomorrow with access to the important industry events and thought leaders of today. The venue provide students with access to events and facilitates life changing connections for them.

In 2019/20 leaders from the energy sector gathered at the annual Australian Clean Energy Summit 2019, with student engagement and supporting the industry's future professionals a key objective for the event organiser. Through the Generation Next stream, ICC Sydney supported clients to showcase student talent to the industry, in turn providing opportunities for students to expand their networks and establish contacts with established professionals.

INNOVATORS AND ENTREPRENEURS

Building engagement with local innovators and entrepreneurs



Sydney is not short on ideas. Home to a vibrant startup community, Sydney boasts world class innovators and entrepreneurs. ICC Sydney connects clients with the best of them. Working in partnership with local startup hubs and their members, government, academia and industry, ICC Sydney has developed a program where industry specific startups are invited to pitch, present and showcase their ideas at relevant events.

UTS's Innovation and Entrepreneurship Unit is committed to growing the next generation of startup founders and business disrupters, creating a precinct where startups thrive. ICC Sydney partnered with UTS to share their student's innovation ideas on a public platform through the Darling Harbour precinct's digital screens.

ENVIRONMENTAL SUSTAINABILITY

Minimising the environmental impact of events



In line with our commitment to sustainability, we work closely with clients to ensure their events are as environmentally conscious as possible, particularly when it comes to waste management and diversion.

From the simple repurposing of leftover event materials to charities, through the creation of edible centrepieces which are then turned into meals for the Matthew Talbot Hostel and OzHarvest, our strategies seek to make a positive social impact.

CSR COMMITMENT

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APPROACH AND OVERVIEW

ICC Sydney has continued to build on a strong foundation for delivering social, environmental and economic benefits for local communities. Reflecting on the United Nations (UN) Sustainable Development Goals (SDGs), ICC Sydney has adopted a triple bottom line approach to CSR and identified initiatives that contribute towards a global agenda for building sustainable cities and communities.

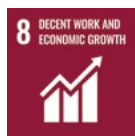
ICC Sydney prioritised a number of key projects in 2019/20 to support its CSR commitments, including continuing to implement its industry first Reconciliation Action Plan, deepening community partnerships, minimising waste outputs, launching a CSR hub on the intranet to educate and engage team members, and launching numerous initiatives in partnership with event clients through the Legacy Program.

SUSTAINABLE DEVELOPMENT GOALS

The UN's SDGs announced in 2015 and endorsed by 193 countries, provide a framework for global action towards sustainable development. The 17 goals and associated indicators charter a pathway to sustained social, environmental and economic development and

are increasingly being adopted by institutions, businesses and communities to guide and progress CSR initiatives. ICC Sydney's CSR Plan adopts a number of these goals which align with the venue's operations, including:

COMMUNITY ENGAGEMENT



- Team member engagement and stakeholder partnership



- Reconciliation Action Plan
- Supporting charities

ECONOMIC IMPACT



- Feeding Your Performance (ICC Sydney's local food and wine philosophy focussed on direct supplier relationships)



- Sustainable procurement
- Diverse suppliers



- Collaborating with clients and stakeholders to deliver sustainable and community-minded events through ICC Sydney's Legacy Program
- Partnering with the City of Sydney and other key institutions under the Sustainable Destination Partnership to promote sustainable tourism

ENVIRONMENTAL SUSTAINABILITY



- Waste management



- Energy use
- Water use

SOCIAL CONTRIBUTION

Embedded within Sydney's vibrant cultural, creative and inventive centre, ICC Sydney delivers social impact through its internal CSR initiatives and event Legacy Program. In 2019/20, ICC Sydney realised a number

of key community engagement milestones designed to deepen interactions with local communities and broaden opportunities for the venue to deliver on client expectations and CSR goals.

FIRST NATIONS



In November 2018, ICC Sydney became the first convention centre in Australia to formalise a Reconciliation Action Plan (RAP), bolstering its ongoing commitment to recognise and celebrate the cultures, practices and traditions of Australia's First Nations.

ICC Sydney is proud of the progress made and milestones achieved in the last year of its RAP implementation. Supporting and engaging First Nations people and culture is a key focus for ICC Sydney and as the next RAP reiteration approaches, the venue looks forward to continuing this momentum.

Through its RAP, ICC Sydney has:

- Continued a pre-employment program with Eora College to provide work experience and a pathway to employment for First Nations students.
- Offered mentoring opportunities for First Nations team members through KARI.
- Celebrated First Nations culture with an animation of Jeffrey Samuel's artwork on ICC Sydney's new convention centre screens, welcoming delegates and visitors to Gadigal land.
- Strengthened relationships with its First Nations partners.

TEAM MEMBER ENGAGEMENT



The venue's commitment to delivering positive social impact is furthered through the participation of ICC Sydney team members. ICC Sydney's community engagement project team is responsible for designing and implementing internal activations that support our community partners.

ICC Sydney's internal campaigns included:

- Launched a CSR hub on the venue's intranet, including a dedicated section for community engagement.
- Leadership Series: Good Works, hosting an educational session for team members on giving back.
- Spreading holiday cheer by facilitating donations to charities.

CHARITIES AND NOT FOR PROFITS



ICC Sydney values its relationships with local communities and charities and in 2019/20 delivered a number of initiatives deepening community ties. Through its Charity Package, ICC Sydney enabled 12 charities to raise A\$3.9* million over the year, furthering their work across a range of vital services and industries.

The venue assisted charity partner Stand Tall, which addresses youth mental health, to reimagine its event into a digital format in order to proceed under COVID-19 restrictions. The Stand Tall Together live stream saw more than 40,000 students, teachers and adults participate, an annual increase in reach of more than 500%.

Beyond event related support, ICC Sydney works with charity and community partners to contribute in-kind donations. In 2019/20, ICC Sydney team members volunteered over 278 hours to support events including the Variety the Children's Charity Christmas party, Australia's longest running Christmas Party for children and their families facing physical and financial challenges.

278

Team member volunteer hours

12

Charity events

A\$3.9M*

Funds raised at charity events

**This figure is derived from data voluntarily disclosed by the organisers of fundraising events.*

EDIBLE CENTREPIECES FEED THOSE IN NEED



ICC Sydney launched an innovative, community-driven initiative to support those in need, reduce waste and help clients reach their sustainability goals.

Edible centrepieces allow clients to replace floral arrangements with table centrepieces created from fresh seasonal produce, supporting the venue's New South Wales-based network of suppliers. Post-event the ICC Sydney Culinary Services team transform the produce into nutritious meals for the Matthew Talbot Hostel.

Each year, ICC Sydney donates food to the Matthew Talbot Hostel and this initiative deepens the venue's connection with the organisation. Matthew Talbot Hostel, a service run by the St. Vincent de Paul Society New South Wales, has been caring for men experiencing homelessness for more than 80 years. It is a safe space providing crisis accommodation, healthcare, food, clothing, washing facilities and specialised support to help more than 20,000 men get back on their feet each year.

ICC Sydney is more than a venue. It's an organisation which makes a huge difference to the community. The high-quality food donated by ICC Sydney goes a long way in supporting the 200 men we serve at each meal at the Matthew Talbot Hostel.

MARK PURCHASE

Vinnies Acting Accommodation Manager
Matthew Talbot Hostel

ECONOMIC IMPACT

As a gateway to Sydney and surrounding areas for visitors and guests, ICC Sydney is cognisant of its responsibility to promote Sydney and regional NSW. Through its Feeding Your Performance philosophy, ICC Sydney is helping to create economic impact for regional NSW farming communities, positively impacting job creation, business growth and market stability.

Unfortunately, our ability to maintain this economic impact throughout the full year was once again severely impacted by the COVID-19 pandemic. Without a schedule of events taking place in the last quarter, ICC Sydney was unable to continue purchasing at its usual rate from suppliers.

SUSTAINABLE PROCUREMENT



ICC Sydney continues to support suppliers with sustainability embedded across their practices. Over the year, the venue strengthened partnerships, improved procurement efficiencies and renewed contracts with sustainable suppliers. A number of procurement initiatives were put on hold as a result of the impact of the COVID-19 pandemic on operations, however, ICC Sydney remains committed to further rolling out the Sustainable Supplier Survey as soon as possible.

32%

Purchases from sustainable suppliers

FEEDING YOUR PERFORMANCE



ICC Sydney's culinary team has continued to drive positive outcomes for regional NSW through its Feeding Your Performance philosophy. The venue engages local farmers and producers within its supply chains, focussing on direct relationships, to purchase food and beverages.

The venue furthered its commitment to local producers in 2020, by launching a comprehensive new wine list comprising of 100% NSW produced wines. ICC Sydney also released '100% Local', a documentary series that shines a light on NSW's world class wine industry.

ICC Sydney's expenditure in NSW remains strong overall, however as highlighted spend was down for the second half of the year due to the impact of COVID-19. Continuing our commitment to suppliers during this time, we promoted their businesses and products directly to consumers via ICC Sydney's marketing and social media channels.

98%

Wine purchased in NSW

93%

Food purchased from NSW suppliers

132

NSW food and beverage suppliers engaged

ENVIRONMENTAL SUSTAINABILITY

Sustainability is embedded at the core of ICC Sydney's facilities and operations. The building is Gold certified for Leadership in Energy and Environmental Design (LEED) from the US Green Building Council and ICC Sydney holds certification to the International Environmental Standard ISO14001. ICC Sydney continues to be recognised for best practice in sustainability, recently achieving EarthCheck Silver Certification.

ICC Sydney is a founding partner of the City of Sydney's Sustainable Destination Partnership and has continued to collaborate with clients and industry stakeholders to reduce waste and maximise energy efficiency throughout its operations.

WASTE MANAGEMENT



ICC Sydney remains committed to minimising waste and continues to strive towards an ambitious target to divert 75% of all waste from landfill. Through its waste management processes and a number of community partnerships, the venue has achieved a 58% landfill diversion rate in 2019/20, a positive increase of 7% on the previous year.

Through partnering with waste services providers, waste is reprocessed into usable by-products such as energy, fertiliser and alternative fuels. Exhibition waste including non-recyclable materials, such as MDF, is collected via the venue's dry waste stream for processing into an alternative fuel resource. This stream has flourished with 230 tonnes of dry waste captured and diverted from landfill.

To identify further opportunities to re-use and reduce waste, ICC Sydney reviewed its consumables. Individually wrapped mints were removed from meeting rooms, notepads were reduced in size, and along with pens, are now an opt-in set on meeting room credenzas rather than every table. Removing coffee cup lids from tea and coffee stations, and making them an opt-in at retail kiosks also saw a 93% reduction in coffee cup lid purchases.

The Donations Program remains successful and includes encouraging organisers and exhibitors to donate surplus items from events and donating excess food items. Over 15 tonnes of food and other items were donated to charity this year, reducing landfill, while simultaneously supporting the efforts of local community partners.

58%

Waste diversion

100%

Diversion of collected organic waste

230,000 KG

Dry waste diverted from landfill

9,010 KG

Food provided to Mathew Talbot Hostel and OzHarvest equivalent to 27,030 meals

6,310 KG

Non-food items donated to local charities

PUBLIC TRANSPORT UTILISATION*



*Delegates and patrons were surveyed across multiple events, respondents may have reported using multiple modes of transport when travelling to the venue.

ENERGY USE



Built with sustainability in mind, many of ICC Sydney's features and fixtures are geared towards operating efficiently and minimising energy consumption. This includes ICC Sydney's photovoltaic array, which provided 4% of the venue's electricity use this year.

A detailed evaluation of the building's energy use has led to further energy reduction initiatives being implemented, including shutting down non-essential equipment and lighting and revised processes to minimise energy use.

610 MWh

Generated through solar

494 T

CO₂-e emissions saved

4.2%

Emissions saved

WATER



Fixtures and fittings that minimise water use, such as toilets and taps, were included in ICC Sydney's original design. Rainwater continues to be harvested with reclaimed water used for irrigation and toilet flushing.

An audit of ICC Sydney's operations was conducted to identify opportunities to minimise water use. Reductions were achieved through actively managing site services, such as cooling systems, and increasing awareness and education around consumption driving behaviour changes.

The first six months of 2019/2020 saw a 3.8% reduction in water use compared to the same period the previous year. This provides a more accurate comparison versus a full year given the impact of COVID-19 on the venue's use this year.

An ongoing industry leading partnership with Sydney Water encourages clients to install temporary water refill units at their events and ensures the venue uses Sydney tap water in all meeting rooms, significantly driving down the use of single-use plastic bottles.

DIRECT INVESTMENT IN REGIONAL NSW



CENTRAL WEST

Single origin grain
Nectarines
Plums
Pumpkin



NORTH WEST

Kangaroo
Wholegrain milling
Thomas lamb
Woodward meats



NORTHERN TABLELANDS

Bindaree Beef
Rangers Valley Beef



NORTH COAST

Berkelo Honey
Cassegrain Wines
Blue eye cod
Pepe Saya cream
Finger fennel
Blueberries
Raspberries
Macadamia nuts
Byron Bay Kurobuta pork
Westview limes



HUNTER

Game Farm quail
Pepe Saya cream
Thompson's Pies
Binnorie Dairy cheeses
Hunter Belle Cheese
Allandale Wines
Brokenwood Wines
Cockfighters Ghost Wines
De luliis Wines
Krinklewood Vineyard
Margan Wines
Mount Pleasant Wines
Scarborough Wine Co.
Silkman Wines
Thomas Wines
Tulloch Wines
Tyrrell's Wines



METRO

Willowbrae Chevre Cheese
Malfoy's Gold honey
Lemons
Smoking Gun Bagels
Cabbage
Forage Gourmet Edibles
Heirloom carrots
Heirloom beetroot
Lettuce
Micro herbs
Herbs
Free range chickens
Petit leaves
Edible salad leaves
Cornfed chicken
Julianne's Kitchen fruit paste
Merna Crumpets
Pepe Saya cream
Pepe Saya crème fraîche
Pepe Saya mascarpone cheese
Pepe Saya buttermilk
Bean shoots
Bok choy
Daikon
Baby fennel
Figs
Chinese broccoli
Lemongrass
Kaffir lime leaves
Turmeric
Lemon verbena
Kale
Pencil leeks
Radicchio
Mushrooms
Nasturtium
Onions
Radishes
Horseradish
Rainbow chard
Rhubarb
Silver beet
Heirloom tomatoes
Zucchini
Bean sprouts
Cucumber



CENTRAL TABLELANDS

- Block11 Organics fruit and vegetables
- Kogi pumpkins
- Black Tuscan cabbage
- Tomatoes
- Potatoes
- Silver beet
- Feta cow's milk
- Jannei Goat Dairy goat cheese
- Cabbage
- Eggplant
- Malfoy's Gold honey
- Canola oil
- Breakout River Meats pork, lamb and beef
- Micro herbs
- Heirloom carrots
- Herbs
- Rhubarb
- Shallots green
- Snow pea tendrils
- Turnips
- Angullong Wine
- Brangayne of Orange Wine
- First Ridge Wines
- Freeman Vineyards
- Logan Wines
- Montrose | Craigmoor Wine
- Pocketwatch Wines
- Robert Stein Winery
- Colmar Estate
- Philip Shaw
- Printhie Wines
- Rowlee Wines
- Ross Hill Wines
- See Saw Wines
- Swinging Bridge Wines
- Tamburlaine Organic Wines
- Windowrie Wines



SOUTH EAST

- Spatchcock
- Garlicious Grown black garlic
- Ulladulla yellowfin tuna
- Sydney Rock Oysters
- The Gourmet Potatoes
- Alto Olives olive oil
- Kipfler potatoes
- Cuttaway Hill Wines
- Tertini Wines
- Lark Hill Winery
- Chalkers Crossing
- Hungerford Hill
- Lock & Key Wines
- McWilliam's 660 Wine
- Nick Spencer Wines



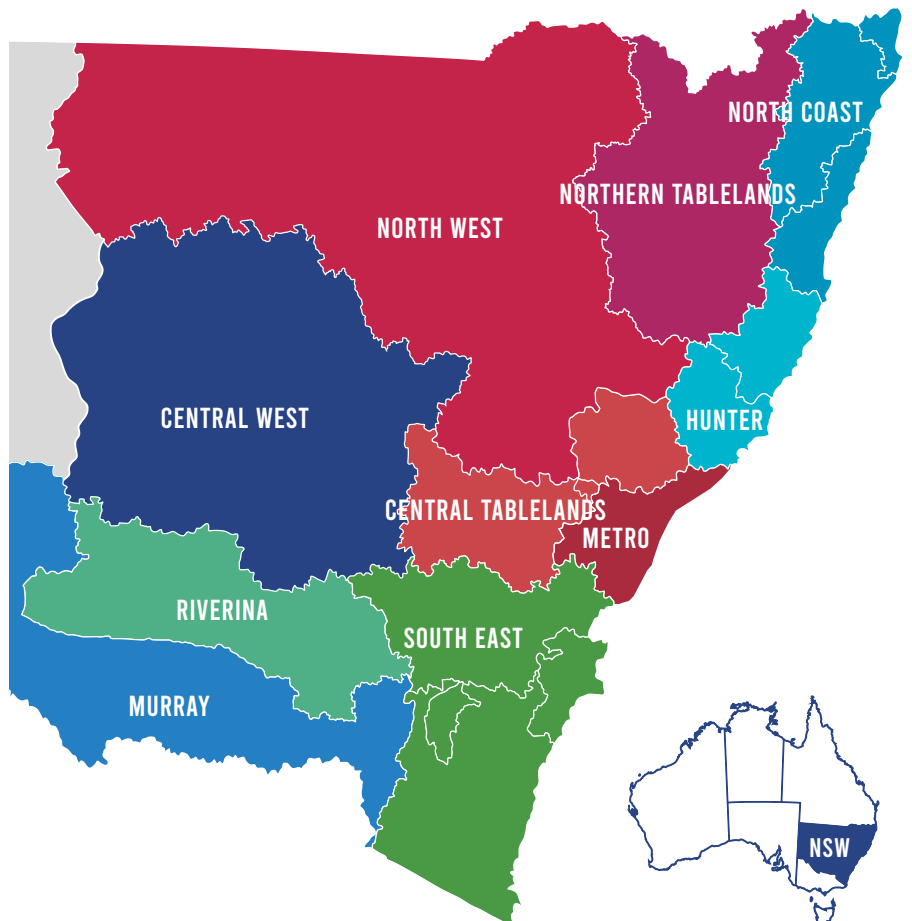
RIVERINA

- Riverine Beef
- Riverine Lamb
- Murray cod
- Chicken
- Granny Smith apples
- Grapefruit
- De Bortoli Wines
- Lillypilly Wines
- Barwang



MURRAY

- Haloumi cheese
- Secret Garden Wines



The Committee for Sydney is proud to work with ICC Sydney – it plays a vital role in Sydney helping to foster local and global connections and innovation. We view ICC Sydney as one of the essential pillars of our Sydney and NSW community. As Australia faces its toughest economic times in decades, the ability to safely bring people together and drive collaboration is more important than ever.

GABRIEL METCALF
CEO, Committee for Sydney

ICC Sydney is a major drawcard for attracting international and interstate visitors to Sydney, elevating our visitor economy with both direct and indirect benefits for businesses and individuals across the State. As we gradually return to business as usual, ICC Sydney will play a critical role in helping to reboot Sydney's broader economic activity and the return of visitors to our wonderful city.

KATHERINE O'REGAN
Executive Director, Sydney Business Chamber

As a lead investor in ICC Sydney and naming-rights partner of the Aware Super Theatre, we are proud of our association with this iconic events and entertainment destination. Our partnership is not only built on delivering economic benefits for our members and exceptional experiences for visitors, but also on a shared and deep-rooted commitment to driving positive impact and legacies for the wider community.

DEANNE STEWART
CEO, Aware Super

ICC Sydney is an asset that's much more than just a place to hold conventions. It is a meeting place that brings many thousands of people together and connects them with the Sydney community. This is a tremendous resource for new businesses and provides a unique opportunity for visitors to engage with Sydney's incredible startup ecosystem

MURRAY HURPS
Director of Entrepreneurship, UTS

Share your stories of how ICC Sydney is MORE THAN A VENUE for you by tagging #morethanavenue #ICCSydney @ICCSyd



**EXPERIENCE WORLD CLASS
MANAGED BY ASM GLOBAL**

iccsydney.com | +61 2 9215 7100 | info@iccsydney.com



A NSW Government project, ICC Sydney was delivered in partnership with Darling Harbour Live, comprising Lendlease, Hostplus, Aware Super (formerly First State Super), Capella Capital, ASM Global and Spotless FM.



