

# 2017 ANNUAL PERFORMANCE REVIEW



INTERNATIONAL  
CONVENTION  
CENTRE

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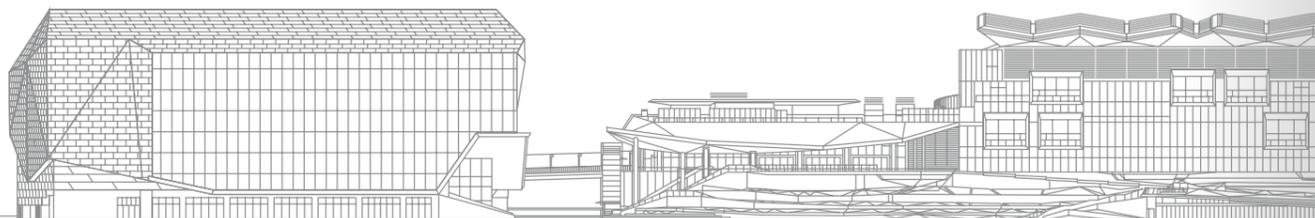
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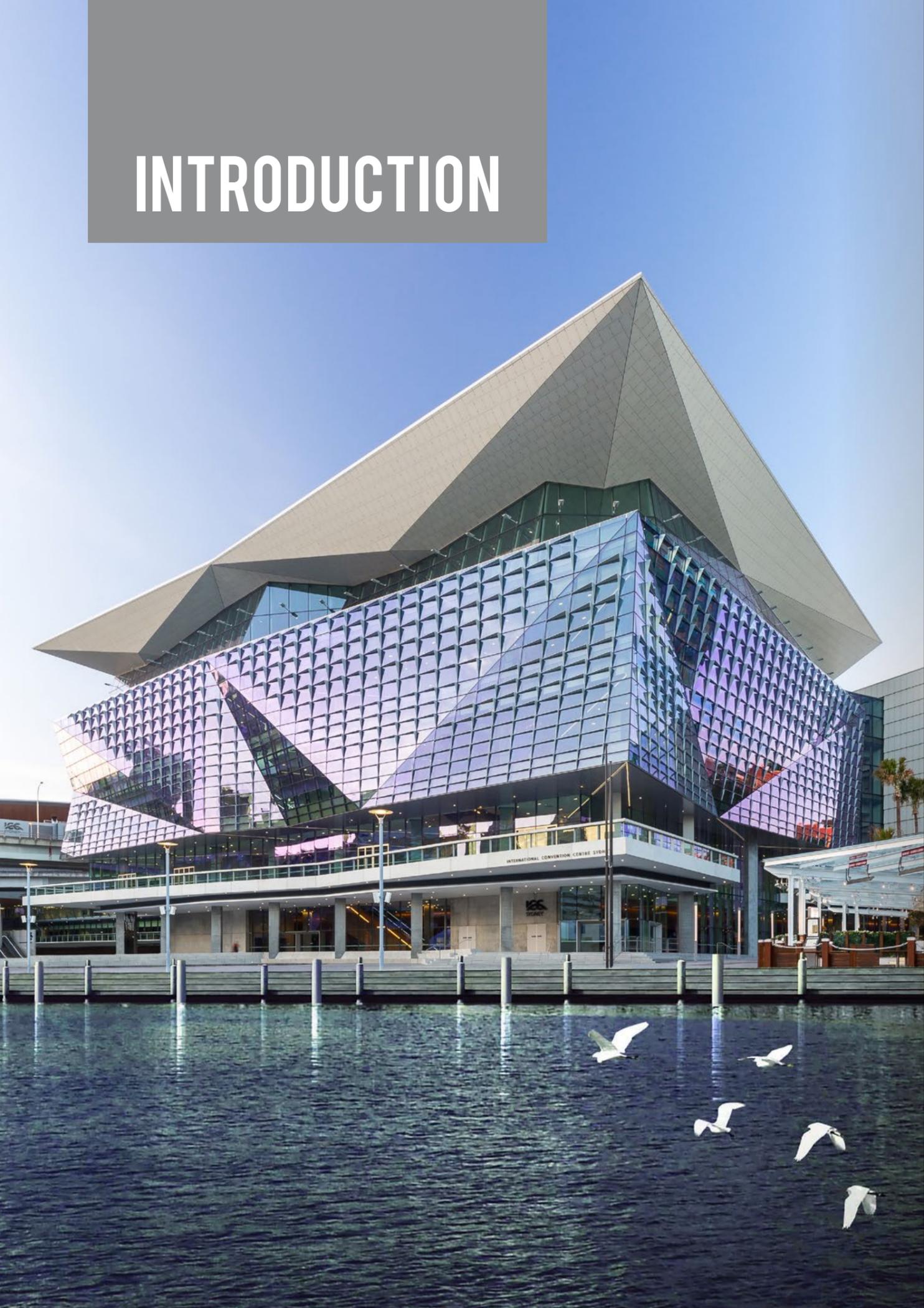
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# INTRODUCTION



## MESSAGE FROM THE MINISTER



It gives me great pleasure to report that in its first year of operation, perhaps the most challenging of any new major venture, the team at ICC Sydney has exceeded the New South Wales Government's targets by generating \$785 million in direct delegate expenditure, of which almost \$560 million has come from international and interstate visitors.

The team's delivery of 755 events, attracting 1.3 million people to the venue and the broader Darling Harbour precinct resulted in more than 1.5 million overnight visitor stays. Delegate expenditure during these events was responsible for creating 3,700 jobs.

This outstanding result has cemented Sydney's reputation as Australia's global city, reaffirmed Darling Harbour as Australia's premier gathering place and has been a catalyst for further private investment in refurbishments and developments across Sydney.

Amongst its global recognition as one of the most outstanding venues and management teams in the industry, the on time and on budget project was awarded Australia's Best Public Private Partnership Project and Best Infrastructure Project.

ICC Sydney should be congratulated for its significant efforts and while attracting international and interstate delegates, increasing expenditure and the potential for investment, collaboration and ideation, the venue finished the year by strengthening its ties with local Sydney communities that include educational institutions, the city's start up ecosystem, communities in need and Aboriginal businesses.

The year's performance is certainly an excellent grounding for the future success of the business events and entertainment industries in this great state of New South Wales.

**THE HON VICTOR DOMINELLO**  
MINISTER FOR FINANCE, SERVICES  
AND PROPERTY



## MESSAGE FROM THE CEO

The challenge facing ICC Sydney in its first year of operation was to open and establish a world class venue with a world class team. All of the organisation's stakeholders can be confident that this has been achieved.

Since opening 20 December 2016, ICC Sydney has delivered 755 events, grown its team to 1,700 employees and welcomed 1.3 million delegates, attendees and visitors to some of Australia's – and the world's – most highly regarded business events. In just 12 months, ICC Sydney has enriched the city's financial and knowledge economies, underscoring its reputation as one of the world's most desirable event destinations.

The team achieved this significant first year result in an increasingly competitive domestic and international landscape.

The venue's presence has been felt on a global scale and it has exceeded the project's target to deliver \$200 million per annum in economic benefits for the local economy. According to Deloitte Access Economics, events at ICC Sydney generated direct delegate expenditure of \$785 million.

In 2017, ICC Sydney delivered a significant 36 major international events attracting 41,880 delegates and 151 national conventions attracting 141,100 delegates. The exhibition industry also played a fundamental role in the venue's success in 2017, with 71 returning and new exhibition events held in our first 12 months.

ICC Sydney has also been established as the venue of first choice for important Sydney events including corporate conferences and annual general meetings, gala or award dinners, graduations and seminars. We are also extremely pleased and proud to have supported 25 charity and not for profit events with the venue hosting events that raised more than \$6 million.

Some key highlights from 2017 included hosting the 10th World Chambers Congress in Sydney for the first time, bringing the Reed Gift Fairs back to the heart of the city after three years with a 23% increase in attendance, and welcoming 4,500 delegates from 128 countries to the International Bar Association Annual Conference.

Innovation is at the heart of ICC Sydney's culture and as a result, the organisation has received strong praise and recognition for numerous industry-leading initiatives. ICC Sydney became the first conference venue in Australia to introduce a virtual reality video experience and in December, it became the first venue in Australia to pilot a remote airline check-in and baggage drop service for

delegates. The Darling Harbour Live consortium achieved LEED Gold status for its all-encompassing approach to sustainability and a Six Star Green Star Community rating for the precinct, while ICC Sydney delivered a raft of socio-economic benefits across the State through its unique Feeding Your Performance culinary philosophy.

The focus on innovation will continue at ICC Sydney in 2018, following the launch of our unique multi-streamed Legacy Program in November. Spanning four streams including Innovators and Entrepreneurs, Generation Next, First Australians and Sustainable Events, the approach has been designed to connect the world's brightest minds, industry leaders and delegates across a diverse cross-section of Sydney's vibrant community with impactful end-to-end experiences.

While 2017 was a truly remarkable year, the team at ICC Sydney is focused on new ways to raise the bar within the events industry in 2018.

With 1,200 events already secured until 2026, including major national and international symposiums such as the Royal Australasian College of Surgeons and its 4,000 delegates in May, the Engineers Australia Conference in September, Sibos 2018 in October, the 2018 World Congress of Accountants in November, COSPAR 2020 – dubbed the space Olympics – and the 18th World Congress on Medical and Health Informatics (MedInfo 2021), the future for Sydney is bright.

Looking ahead, the ICC Sydney team is focused on ensuring that everything we do consistently reaches a world class standard and helps to foster powerful long term economic, cultural and environmental benefits for clients, partners and visitors, which will be felt during and long after their events are delivered at the venue.

**GEOFF DONAGHY**  
CHIEF EXECUTIVE OFFICER



## ABOUT US

# AUSTRALIA'S PREMIER CONVENTION, EXHIBITION AND ENTERTAINMENT PRECINCT

ICC Sydney is a \$1.5 billion development delivered by the NSW Government and Darling Harbour Live, comprising Lendlease, Hostplus, First State Super, Capella Capital, 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 world's 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 \$3.4 billion, 20-hectare transformation of Darling Harbour.

ICC Sydney is proudly managed by AEG Ogden, a specialist in the management of convention, exhibition,

sport and entertainment venues. With 12 venues under management and more than 30 years in the industry, AEG Ogden is the largest and most experienced venue management company in the Asia Pacific region.

The AEG Ogden venue network includes International Convention Centre Sydney, Brisbane Convention & Exhibition Centre, Cairns Convention Centre, Darwin Convention Centre, Kuala Lumpur Convention Centre, Oman Convention & Exhibition Centre, Qudos Bank Arena, Sydney and Suncorp Stadium, Brisbane.

As part of AEG Facilities of the United States (a division of Anschutz Entertainment Group – the world's leading sports and live entertainment company), AEG Ogden managed facilities join a network of more than 120 pre-eminent venues worldwide, including LA Live, O2 London, O2 World in Berlin, Hawaii Convention Centre and Los Angeles Convention Centre.



ENTERTAINMENT

EXHIBITION

CONVENTION



## MISSION

# ESTABLISH AND OPERATE ICC SYDNEY AS A WORLD-LEADING VENUE.

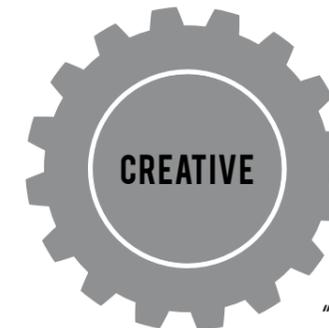
## VALUES

*"Managed by AEG Ogden; a trusted organisation with an excellent reputation and respected industry experience, clients have confidence in us because we understand their needs. We are transparent, we do what we say we will do and are known for our professionalism, skill, reliability and dependability."*

*"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."*



*"Connected locally, nationally and globally; we are characterised by our large and strong network and providing a platform that connects our guests from around the world to the local community of Sydney. We embrace diversity and we thrive on bringing together thinking from across the globe to share with Sydney-siders."*



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



# KEY RESULTS



## SUCCESSFUL FIRST YEAR

ICC Sydney delivered 755 events in 2017, generating \$785 million in delegate expenditure, of which almost \$560 million came from interstate and international visitors. This resulted in over 1.5 million overnight stays in Sydney accommodation, driving continued investment in local hotel refurbishment and development. Employment relating to the expenditure of delegates led to the creation of 3,700 jobs.

Events included a significant 36 major international events attracting 41,880 delegates and 151 national conventions attracting 141,100 delegates.

The exhibition industry also played a fundamental role in the venue's success in 2017, with 71 returning and new exhibition events held in the first 12 months. ICC Sydney established itself as the venue of choice for significant Sydney events, which ranged from annual general meetings and corporate conferences to Sydney's most prestigious celebrations. ICC Sydney has proven itself as the city's premier entertainment venue, hosting 56 concerts during 2017.

 **\$785**  
**MILLION**  
DELEGATE EXPENDITURE

**\$4.3**  
**MILLION**  
EXPENDITURE WITH  
REGIONAL PRODUCERS 

**755**   
**EVENTS**

 **1.3 MILLION**  
PEOPLE ATTENDED EVENTS

 **3,700 JOBS CREATED**

**LEADERSHIP  
IN ENERGY AND  
ENVIRONMENTAL  
DESIGN  
GOLD AWARD**

**25**   
**AWARDS AND ACCOLADES**

 **1.5 MILLION**  
**ROOM NIGHTS**

## LEADERSHIP IN ACTION

-  **1ST FORMAL LEGACY PROGRAM**
-  **1ST TO PARTNER WITH SYDNEY WATER TO PROMOTE TAP OVER BOTTLED WATER DURING CONVENTIONS**
-  **1ST TO PILOT REMOTE AIRLINE CHECK-IN AND BAGGAGE DROP SERVICE FOR DELEGATES**
-  **1ST AUSTRALIAN CONVENTION CENTRE TO LAUNCH A VIRTUAL REALITY VIDEO AND APP**

# EXTRAORDINARY RESULTS

In a highly successful first year for the venue, ICC Sydney demonstrated its global leadership position with Darling Harbour Live consortium members garnering 25 awards and accolades that recognise excellence in design and venue management.



## VENUE (4)

**Qantas Business Travel Awards**  
Australia's Best Conference Venue

**Leadership in Energy and Environmental Design LEED Gold Certificate**  
Achieved LEED Gold status for all-encompassing approach to sustainability

**Annual CEI Asia Editor's Choice Awards**  
Best New Venue in Australasia

**Spice Hot 100**  
Best Mega Venue in Australia



## CULINARY SERVICES (2)

**EEAA Awards for Excellence**  
Best New Service/Product, Feeding Your Performance

**Spice Hot 100**  
Best In-House Catering



## MARKETING/PR (4)

**PR Awards Asia**  
B2B Campaign of the Year – Silver

**Public Relations Institute of Australia's Golden Target Awards (2)**  
Best Business-to-Business Campaign State Awards  
Best Business-to-Business Campaign National Awards

**International Conference and Congress Association Global Marketing Award**  
One of three finalists

Highlights included Australia's Best Conference Venue at the Qantas Business Travel Awards 2017, Australia's Best Infrastructure Award and the Exhibition & Event Association of Australasia (EEAA) Best New Service Award for ICC Sydney's Feeding Your Performance program.



## DESIGN/CONSTRUCTION (10)

**Infrastructure Partnerships Australia**  
Project of the Year Award

**PPP Awards**  
Best Operational Project

**Master Builders Australia's National Awards for Construction Excellence (6)**  
Outstanding Construction Award  
Excellence in Energy Efficiency  
Best Use of Glass  
Best Use of Concrete  
Public Buildings \$35m+  
National Entertainment & Recreation Facility of the Year

**Illumination Engineering Society's (NSW) Annual Lighting Design Awards (2)**  
ICC Sydney Darling Harbour Public Realm Lighting  
ICC Sydney Exhibition Centre pre-function space and façade lighting



## PEOPLE (5)

**Australian HR Awards (2)**  
HR Team of the Year  
Best Recruitment Campaign

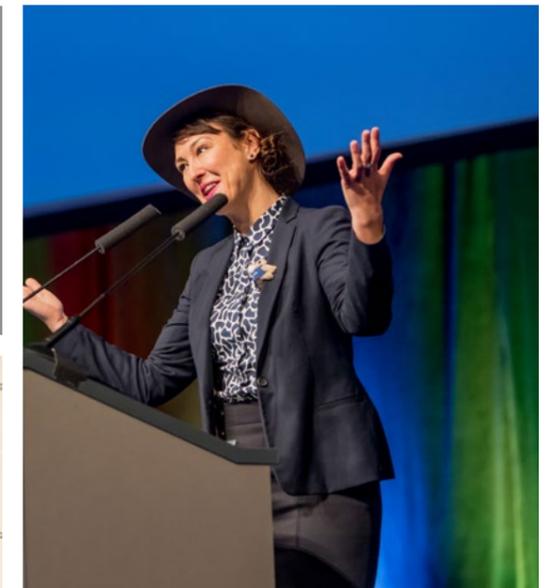
**Australian HR Institute Awards (AHRI)**  
Inclusive Workplace Award

**EEAA Awards for Excellence**  
Unsung Hero, Malu Barrios, Director of Event Services

**HR Director Magazine Hot List**  
Mathew Paine, Director of Human Resources



**25 AWARDS AND ACCOLADES**





## LEED GOLD FOR ICC SYDNEY

Recognising its all-encompassing approach to sustainability, ICC Sydney was awarded LEED Gold in July 2017.

The LEED (Leadership in Energy and Environmental Design) ratings system, developed by the U.S. Green Building Council (USGBC), is the foremost program for buildings that are designed, constructed, maintained and operated for improved environmental and human health performance.

The LEED Gold certification recognises ICC Sydney's work in sustainability including:



**REUSE OF 100,000 CUBIC METRES OF CONCRETE**



**USE OF 96% RECYCLED STEEL IN ITS EXHIBITION HALLS**



**HIGHLY EFFICIENT CENTRAL ENERGY PLANT AND BUILDING MANAGEMENT SYSTEMS**



**AUSTRALIA'S LARGEST ELECTRIC CAR CHARGING STATION FOR 25 VEHICLES**



**A COMMUNITY FUNDED SOLAR ARRAY, THE NATION'S LARGEST IN A CBD.**

# INTERNATIONAL BUSINESS

The fundamental premise of ICC Sydney as a \$1.5 billion investment was to re-establish Sydney as Australia's prime international events destination and restore its position as Australia's global city.

In 2017, ICC Sydney hosted 36 major international events, the greater proportion of which resulted from its close collaboration with Business Events Sydney.

Highlights included one of the venue's first major events, the international incentive Amway China, which saw 8,000 delegates arrive over four days in January; the 10th World Chambers Congress, held in Sydney for the first time, and welcoming 4,500 delegates from 128 countries to the International Bar Association Annual Conference.

**SYDNEY PROVIDES THE HEADQUARTERS FOR NEARLY 40 PER CENT OF THE TOP 500 CORPORATIONS IN AUSTRALIA AND ITS REPUTATION AS AN INTERNATIONAL CITY WITH A STRONG FOCUS ON INNOVATION AND BUSINESS IS WELL RECEIVED AROUND THE WORLD.**



1 World Chambers Congress opening ceremony in the Darling Harbour Theatre

# CASE STUDY

## INTERNATIONAL BAR ASSOCIATION

08 - 13 October



**4,500 DELEGATES FROM 128 COUNTRIES**



**200 SESSIONS**



**1,360 SPEAKERS**

### MARTIN ŠOLC PRESIDENT OF INTERNATIONAL BAR ASSOCIATION

*"ICC Sydney not only looks fantastic but is fantastic! A wonderful and immensely helpful team who were friendly, right from the planning stages to the actual event. All of the delegates were thrilled with the conference and will return to homes across the globe, with fond memories of the 2017 IBA Annual Conference in Sydney."*

From October 8 - 13, ICC Sydney hosted the world's largest and most prestigious event in the international law calendar when 4,500 delegates from 128 countries travelled to the city to attend the 2017 International Bar Association (IBA) Annual Conference.

All three buildings within the integrated venue were utilised during a week of exhibitions, meetings and more than 200 conference sessions led by an array of high profile speakers from media, finance, politics and the global legal profession.

Contributing significantly to the local economy, the size and scale of the event was a tremendous opportunity to showcase Sydney's world class infrastructure and intellectual capital to delegates from around the world.

Due to the seniority of the delegates attending the conference, expectations were high for every aspect of the event, from customer service to dining experiences. With this in mind, ICC Sydney Executive Chef, Tony Panetta worked in conjunction with IBA's culinary consultant to sample the venue's entire range of culinary offerings from breakfast to morning and afternoon teas as well as standing and seated lunches. This resulted in outstanding feedback on the quality and service delivery of meals.



2 Delegates depart by ferry from ICC Sydney's convention wharf

## NATIONAL BUSINESS

The delivery of 151 national conferences in 2017 was critical to achieving the venue's goals of strong economic impact, precinct activation, ideas and innovation exchange and establishing Sydney's reputation as Australia's global city. In many cases, these events provide the platform for bidding on international events.

Highlights from the first year of operation included the February Pathology Update, which saw an 18% boost in delegate attendance at ICC Sydney and the Association

of Superannuation Funds of Australia (ASFA) conference. Regarded as the largest pension fund in the world, the event attracted 2,000 delegates to ICC Sydney and served as the pilot event for ICC Sydney to become the first venue in Australia to provide a remote airline check-in and baggage drop service for delegates.

**SUCCESSFUL NATIONAL ASSOCIATION MEETINGS ARE KEY TO WINNING INTERNATIONAL EVENTS.**



1 ICC Sydney was the first venue in Australia to pilot a remote airline check in and baggage drop service for customers

## CASE STUDY

### PATHOLOGY UPDATE

24 - 26 February

-  **1,456 DELEGATES**
-  **151 SPEAKERS**
-  **18% DELEGATE ATTENDANCE INCREASE**
-  **10% INTERNATIONAL ATTENDANCE INCREASE**
-  **8 SCIENTIFIC PROGRAM COMMITTEES**
-  **23,970 INDIVIDUAL FOOD ITEMS SERVED**

#### DR DEBRA GRAVES CEO THE ROYAL COLLEGE OF PATHOLOGISTS OF AUSTRALASIA

*"ICC Sydney offered the ultimate in quality, choice and flexibility for Pathology Update 2017.*

*Spanning lectures from keynote speakers, workshops, breakout meetings and exhibitions, to an awards ceremony and cocktail functions, we have a multifaceted program that has required expert coordination and a diverse range of spaces. Holding our event at ICC Sydney has been central to fostering exciting new lines of enquiry and thinking across pathology disciplines.*

*Creating Pathology Update 2017 was a huge undertaking that included hardhat tours and visits to test events before ICC Sydney's opening, plus ongoing management and counsel. Our experience with the committed and innovative ICC Sydney team has been world class from day one."*

As the first medical speciality conference held at ICC Sydney, Pathology Update 2017 provided delegates with a new world class platform to meet, collaborate and innovate. The three-day conference attracted a record 1,456 attendees of which 164 were international and 1,292 were from interstate, resulting in an 18% lift in attendance.

In line with the client's focus on health and wellbeing, ICC Sydney's Executive Chef, Tony Panetta, created a bespoke low sugar and highly nutritious menu. The organisers were delighted by ICC Sydney's Feeding Your Performance philosophy, designed to sustain the energy of delegates throughout the conference.



2 Signature dishes from ICC Sydney's Feeding Your Performance menu

# EXHIBITION BUSINESS

The third pillar of ICC Sydney's business mix is its significant calendar of exhibition events. In 2017, ICC Sydney welcomed the industry back home to Darling Harbour after a three year construction timetable. A strong mix of trade and consumer events contributed to 71 major exhibitions in 2017, many of which delivered significant economic benefit to the local community and saw hundreds of millions of dollars of business transacted across trade show floors.

Highlight events in 2017 included the Reed Gift Fairs in February, which was the venue's first major exhibition to take over the exhibition centre. Achieving a 23% increase in attendees, the event also won the Exhibition and Event Association of Australia's Best Exhibition of 2017 award. Another major event on the Sydney calendar is the Sydney International Boat Show, which attracted 63,000 international and national delegates, featuring exhibits and activations across every hall, the 5,000sqm Event Deck and Darling Harbour's sparkling Cockle Bay.

Transacting more than \$250 million worth of business on site across five days, the event is a key contributor to the local economy. The Fine Food Show, which celebrated some of ICC Sydney's local food producers, experienced record numbers (23,762 attendees) with a 21% spike in attendees compared to its last Sydney show in 2015.

**EXHIBITIONS IN AUSTRALIA ARE PREDOMINANTLY DOMESTIC HOWEVER, GLOBAL RESEARCH CONFIRMS COMPANIES ARE LOOKING TO EXPAND BEYOND THEIR GEOGRAPHIC BORDERS AND DEVELOP NEW BUSINESS MODELS.**

20th UFI Global Barometer of the Exhibition Industry



1 Sydney International Boat Show activating Darling Harbour precinct

## CASE STUDY

### REED GIFT FAIRS

18 - 22 February

- 18,433 ATTENDEES**
- 23% INCREASE IN ATTENDANCE**
- 525 EXHIBITORS**
- ALL 32,600 SQM EXHIBITION CENTRE HALL SPACE PLUS FOYERS ACTIVATED**
- \$30 MILLION WORTH OF TRANSACTIONS ON THE SHOW FLOOR**
- EEAA BEST EXHIBITION 2017**

#### STEPHEN STEENSON GROUP DIRECTOR OF OPERATIONS REED EXHIBITIONS

*"I had thought about the event day for three years and was most pleased to see everyone work together as a united team to make this major event at ICC Sydney a success.*

*I would like to thank each of you and your teams for a super performance over the past 10 days. You have all put in a fantastic effort and it is a true testament to your work ethic and commitment that we sit here today in a very strong and successful position with many happy and excited exhibitors and visitors.*

*As many industry peers watch on monitoring the outcome of the move in and the opening days, they are all overwhelmed and impressed with the delivery, presentation, features and skill of each discipline.*

*We can only praise your dedication and diligence that really has been the difference in Reed Gift Fairs opening on time with the WOW factor we aspired to achieve".*

The Reed Gift Fairs, the largest and most successful fair brand in Australia and one of the biggest annual trade events, officially launched the exhibition season at ICC Sydney. In effect, it paved the way for how all future exhibitions could efficiently operate and utilise ICC Sydney's exhibition halls, from bump in to bump out. In collaboration with Reed Exhibitions, it formed an important onboarding function for the industry at large.



2 Local wine and produce featured at ICC Sydney pop ups throughout the show

# BANQUET, MEETING, FUNCTION AND SEMINAR BUSINESS

Helped along by its comprehensive pre-opening and test event strategy, ICC Sydney was established as the city's venue of choice for significant local and one day corporate events in 2017. Across 70 event spaces, ICC Sydney has held some of the nation's most iconic events, gala dinners and celebrations.

Within its first month of opening, ICC Sydney welcomed global VIPs including Australia's Prime Minister, Malcolm Turnbull, Israel's Prime Minister, Benjamin Netanyahu and Indonesia's President, Joko Widodo.

Throughout the year, ICC Sydney Theatre saw TEDx Sydney hold its largest ever event and the Salesforce World Tour within the Exhibition Centre and Event Deck attracted an unprecedented 13,500 delegates. Meanwhile, the Grand Ballroom and Parkside Ballroom hosted 224 events and welcomed more than 78,500 guests (not including banquets that were part of a convention).

**IN A FIRST FOR SYDNEY, ICC SYDNEY IS WINNING MAJOR CORPORATE EVENTS TRADITIONALLY HELD IN ASIAN CITIES.**



1 TEDxSydney in ICC Sydney Theatre

## CASE STUDY

### SALESFORCE

21 March

-  **10,000 FORECAST VS. 13,500 REGISTRATIONS**
-  **KEYNOTE SESSION FOR 4,000 DELEGATES IN EXHIBITION HALL 5**
-  **OVER 150 SESSIONS**
-  **1M VIEWERS TUNED IN FOR THE LIVE STREAM**
-  **5,200 CONCURRENT WIFI USERS**
-  **100% UP TIME CONNECTIVITY**

### STUART FRANK SALESFORCE EVENT MARKETING MANAGER ASIA PACIFIC

*"The collaborative pre-planning and triple checking of all requirements delivered an event in which no support calls were needed.*

*Without the intrinsic knowledge of high density wireless, venues often fail to plan and understand the requirements of an extremely technically heavy event like the Salesforce World Tour Sydney 2017.*

*The experience of their ICT Director and his team along with the robust technology infrastructure at ICC Sydney gave us the confidence to forgo an external technology consultant and work with the in-house support that ultimately delivered a seamless event."*

ICC Sydney welcomed the return of the annual Salesforce World Tour to Australia's innovation capital and new world class venue, with the integrated precinct playing a pivotal role in attracting 13,500 registrations, surpassing the company's expectations.

The venue's leading technology ensured the tech giant's program ran seamlessly, accommodating over 5,200 concurrent Wi-Fi users across 150 sessions. The flexibility of the venue also allowed Salesforce to effectively showcase its technology products over hundreds of devices to current and potential clients across a range of plenary and breakout sessions, a formal address and a cocktail party. The combination of advanced technology, expert speakers and the range of multipurpose spaces created optimal conditions for knowledge sharing and innovation.



2 Salesforce keynote session 'in the round' of the Exhibition Centre

# ENTERTAINMENT BUSINESS

Under the tagline **LIVE! IN THE HEART OF SYDNEY**, ICC Sydney has been established as the major downtown entertainment venue for the city, supported by client and consumer endorsement of the superior design, audio visual experience and customer service provided for concert goers.

The majority of the 56 concerts hosted by ICC Sydney were held within the high quality 8,000 seat (9,000 capacity) ICC Sydney Theatre while the 2,500 seat Darling Harbour Theatre, located within the Convention Centre, has also been established as a superior entertainment venue.

In 2017, the venue's live entertainment highlights included Nick Cave and PJ Harvey concerts, which kicked off the 2017 Sydney Festival; two back-to-back, sell out Jerry Seinfeld concerts and an Ariana Grande concert that achieved great success as a result of ICC Sydney's pre-show communication strategy to inform patrons of heightened security and entry conditions.

## CAROL



*"The staff are fabulous. Saw America last night and I have a moon boot on. The help I received from the minute we got there was outstanding I can't thank you enough."*



1 ICC Sydney Theatre

# CASE STUDY

## JERRY SEINFELD

11 August



**TWO BACK-TO-BACK, SELL-OUT SHOWS, ONE NIGHT**



**16,000 PATRONS**



**PRE-SHOW ENTERTAINMENT - FAN ZONE**

## PAUL DAINTY PRESIDENT AND CEO OF TEG DAINTY

*"ICC Sydney Theatre is a terrific venue that is perfectly suited to this type of high-end performance. My thanks and congratulations go out to the team for turning around two back to back concerts in one evening, which was no small feat when you're dealing with that number of patrons."*

*"The service at ICC Sydney is always top end and we received great feedback from Jerry and his team about the venue, the fantastic catering and the overall reception received from a professional, results focused team."*

ICC Sydney hosted 16,000 patrons across two back-to-back, sold out shows in its 8,000 seat theatre. Demand for the inner city location followed a sell out 14,000 seat show at Qudos Bank Arena, Sydney.

A significant operational achievement, the planning for the show saw the introduction of pre-security screening into a fan zone where entertainment and catering was available. Feedback from both the artist and the show promoter was highly complementary in regards to their customer service, catering and audio visual experiences.



2 Guests enjoy an enveloping audio visual experience on entering ICC Sydney Theatre

# SERVICE EXCELLENCE



## 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 regularly praised by the venue's cross-section of stakeholders.

## CLIENT SATISFACTION

**93%**  
**CLIENT**   
**SATISFACTION**  
**RATING**

**86%**   
**AUDIO VISUAL**

**92%**   
**EVENT**  
**PLANNING**

**90%**  
**CULINARY**



**93%**     
**FLOOR**  
**MANAGEMENT**

 **96%**  
**SECURITY**

**96%**  
**CUSTOMER**  
**SERVICE** 

**HOWARD GLENN**  
NATIONAL CHIEF EXECUTIVE  
OFFICER BOATING  
INDUSTRY ASSOCIATION

*"Moving back home to Darling Harbour and having the support of the best in class team at ICC Sydney helped us to deliver our best ever Boat Show, delivering one fifth of the State's turnover for the entire boating recreational industry, equivalent to one tenth of the national industry's turnover."*

## DELEGATE SATISFACTION

As part of a financial year commitment to survey the venue's top 10 events, ICC Sydney received a 95% delegate satisfaction rating when EY Sweeney surveyed delegates at five major events held between July and December 2017. The survey also found that ICC Sydney delegates were 92% likely to recommend the venue to other delegates or attendees.

## 95% DELEGATE SATISFACTION RATING



1 Delegates interact with ICC Sydney's It's Showtime sign, an integral element of the venue's opening campaign

## SUSTAINABILITY

ICC Sydney is committed to operating in a socially responsible and environmentally sound manner. Designed to operate with optimal resource efficiency because of smart design strategies integrated with cost efficient and renewable technologies, ICC Sydney achieved the majority of its sustainability goals in 2017 and has measures in place to improve on waste management and recycling in 2018.

The venue is part of the first precinct to be awarded the highest accolade of six stars under the Green Building of Australia's Green Star Communities

certification. Recognising its all-encompassing approach to sustainability, ICC Sydney was also awarded LEED Gold in July 2017. The LEED (Leadership in Energy and Environmental Design) ratings system, developed by the U.S. Green Building Council (USGBC), is the foremost program for buildings that are designed, constructed, maintained and operated for improved environmental and human health performance.



### COMMUNITY FUNDED PHOTOVOLTAIC ARRAY

ICC Sydney hosts Australia's largest solar array in an Australian CBD. The 520kW photovoltaic (PV) array, which is owned by the Sydney Renewable Solar community fund, allows locals to invest in renewable energy.

The PV array produced more than 655 MWh in 2017, exceeding its 545 MWh/year target which is enough energy to power more than 100 homes. It also powers approximately 5% of the baseline energy for ICC Sydney.

## ENERGY

A number of ICC Sydney's sustainability targets are geared towards reducing energy consumption and, in turn, limiting greenhouse gas emissions. In 2017, ICC Sydney achieved success towards each target, enhancing energy efficiency whilst minimising environmental impact.



### ENERGY MANAGEMENT ONSITE GENERATION (SOLAR ARRAY)

**TARGET**  
545 MWH/YEAR

**2017 RESULTS**  
659 MWH/YEAR



### EMISSIONS SAVED BY SOLAR ARRAY AND GREEN POWER

**TARGET**  
ESTABLISH BASELINE

**2017 RESULTS**  
9.65 TONNES CO2 EMISSIONS  
6% OF TOTAL EMISSIONS

## WASTE

Following the successful construction of the venue, which diverted 91% of all construction waste from landfill, ICC Sydney is committed to effectively managing event waste. In 2017, ICC Sydney established a number of programs to further waste diversion efforts, including engaging with OzHarvest, Australia's leading food rescue charity.

Through its partnership with OzHarvest, food from events that can be reused is being provided to communities in need across Sydney with all recovered non-reusable organic waste being composted into fertilizer pellets. As a result, ICC Sydney provided 17,832 meals to people in need in 2017.

ICC Sydney will launch a series of partnerships and new initiatives in 2018 to focus on re-purposing materials used across the events industry that traditionally cannot be recycled and improving processes for those that can be recycled.



### OPERATIONAL WASTE DIVERSION FROM LANDFILL

**TARGET**  
75%

**2017 RESULTS**  
42%

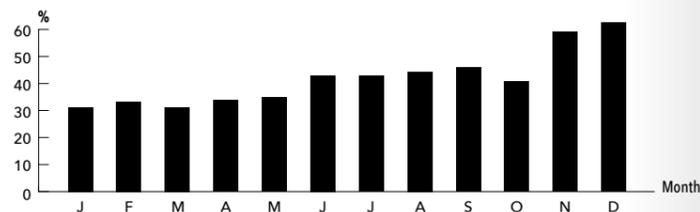


### ORGANIC WASTE RECOVERED DIVERSION FROM LANDFILL

**TARGET**  
90%

**2017 RESULTS**  
100%

WASTE DIVERSION FROM LANDFILL



## WATER

Featuring a 200 kilolitre rainwater tank, ICC Sydney is invested in reducing and recycling water across the venue. Harvested rainwater is repurposed to meet irrigation needs and toilet flushing demands, reducing the consumption of potable water.

An inbuilt E-Water system is used in the kitchen facilities for cleaning and sanitation. The use of E-Water (produced onsite by applying an electrical charge to a mixture of ordinary tap water and salt) has significantly reduced the need for chemicals across the venue.

In 2017, ICC Sydney introduced a number of operational activities to further reduce its impact on the environment, such as its partnership with Sydney Water to significantly reduce the venue's ecological footprint by decreasing bottled water consumption onsite.

## SYDNEY WATER PARTNERSHIP

ICC Sydney's partnership with Sydney Water has saved over 775,000 plastic bottles from use – the equivalent of filling 2,235 domestic wheelie bins. The initiative sees Sydney Water and ICC Sydney co-branded, reusable glass bottles used in all meeting rooms to support both a healthy and great tasting experience for delegates, without the heavy impact on the environment.

By reducing consumption, ICC Sydney has indirectly reduced greenhouse gas emissions by 400 tonnes, the equivalent of keeping 86 cars off the road for a year.

To put Sydney Water to the test, ICC Sydney hosted a blind water tasting with a panel of experts. William Wilson, Beverage Operations and Cellar Manager at ICC Sydney, Dr Peter Cox, Principal Advisor Public Health at Sydney Water and Kate Browne, Lifestyle Editor at Choice were challenged to taste the difference between well-known bottled water and Sydney tap water.

Dr Cox said the panel could not tell the difference between the samples and that the results of the blind test and partnership model makes a statement about the quality and taste of Sydney Water: "Sydney Water is the best in class – we produce a great tasting product, for both Sydneysiders and visiting delegates to enjoy."



By not using bottled water, ICC Sydney has saved:

-  **400 TONNES OF GREENHOUSE GAS EMISSIONS**
-  **10 TONNES OF PLASTIC (9,920 KILOGRAMS)**
-  **ENOUGH POWER TO SUSTAIN 627 AUSTRALIAN HOMES FOR A YEAR**
-  **MORE THAN ONE MILLION LITRES OF WATER AND 116,000 LITRES OF OIL FROM BEING USED IN ASSOCIATED MANUFACTURING OF PLASTIC WATER BOTTLES.**

1 Dr Peter Cox, William Wilson, Kate Brown

## PUBLIC DOMAIN

The public spaces at Darling Harbour are very important to the experience that the precinct offers. A renewed and upgraded public domain included a reconfiguration of Tumbalong Park, providing an additional 3,000sqm of green space as well as a new adaptable event space capable of hosting up to 11,000 people. It also saw the creation of a new pedestrian boulevard connecting the

harbour-front to the south and on to Sydney's Central rail station. New access links provide improved connection to the city centre, the student and startup precinct and the University of Technology Sydney in Ultimo and the media, entertainment and arts hub of neighbouring Pyrmont.

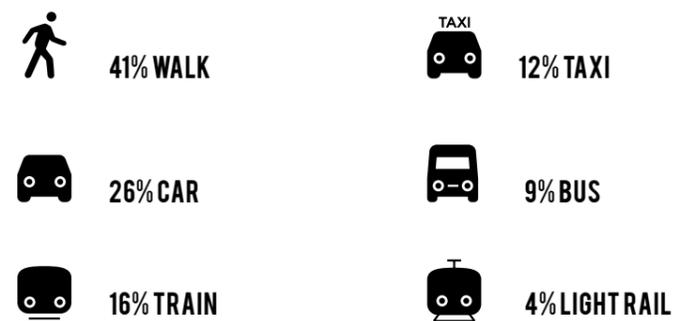


## IMPROVED CONNECTIVITY

ICC Sydney's surrounding precinct has been redesigned to improve connections to the venue and the city around it. New pedestrian walkways and digital wayfinding signage better link ICC Sydney to the city's 33,000+ hotel rooms, as well as business, dining and entertainment hubs – all ensuring delegates enjoy an authentic Sydney

experience. ICC Sydney has multiple public access points with step-free access to every entertainment, exhibition and conference venue. The venue is easily accessible by public transport including light rail, ferry, bus and is only a 10-minute walk from major train stations.

## PUBLIC TRANSPORT UTILISATION



*\*Delegates and patrons were surveyed across multiple events, with 12% of respondents reporting that they utilised multiple modes of transport to access the venue.*



# COMMUNITY ENGAGEMENT



## IN THE CITY AND BEYOND

ICC Sydney seeks to enhance and develop social and environmental values for local communities, creating a ripple effect of positive outcomes that reach well beyond the city. Prior to opening, ICC Sydney activated its Feeding Your Performance program across regional New South Wales (NSW) and is now measuring its supply chain and economic impact on the regions that sustain and nourish its customers. Throughout the year, ICC Sydney revealed a legacy program to connect clients and delegates with local businesses and ideas, supported 25 charity and not for profit events and prioritised the development of a Reconciliation Action Plan, demonstrating its commitment to acknowledging and celebrating First Nations culture. An art book to commemorate the venue's significant art collection and celebrate Australia's vibrant creative arts sector was launched in 2017.

## REGIONAL COMMUNITIES

Sydney has an important role to play as a gateway to surrounding areas and ICC Sydney is committed to supporting regional NSW.

According to the University of Technology Sydney, ICC Sydney's direct expenditure of \$4.3 million on NSW fresh food and wine producers has delivered economic benefits of approximately \$8.3 million to the NSW economy.

ICC Sydney is helping to create positive economic and social impact in their respective communities, effecting job creation, business growth and stability.

Further to the economic benefits to these producers, ICC Sydney is also positioning their regions as visitor destinations.

ICC Sydney is committed to sourcing fresh, peak of season ingredients while using preserving techniques to serve out of season requests. Its focus on house-made and in-house produce has seen the team create its own yoghurt, granolas, vinaigrettes, jams, pickles and preserves.

1 ICC Sydney Executive Chef Tony Panetta visits Martin Boetz at the Cooks Co-op and tastes some of his Hawkesbury River local produce

### EVE PROPER EVENTS AND SPONSORSHIP MANAGER OF ROYAL COLLEGE OF PATHOLOGISTS OF AUSTRALASIA

*"The Feeding Your Performance concept is brilliant. I was so impressed to see ICC Sydney take an industry leading stance and embrace medical research to inform its culinary approach. They have brought health and wellbeing to the fore as a key industry issue."*

This local approach is also applied to the development of its superb wine list. Prior to opening, ICC Sydney mandated that it would promote a list of at least 80% NSW wine.

In 2017, ICC Sydney purchased over 100,000 bottles of wine from NSW, which resulted in 86% of its total wine spend. It also purchased almost 300,000 units of beer brewed in NSW, which represented 88% of its spend.



**CAREFULLY SELECTED  
SEASONAL, SUSTAINABLE AND  
LOCALLY SOURCED PRODUCE  
TO BOOST ALERTNESS AND  
DRIVE ENERGY LEVELS.**

## NSW PRODUCERS



A partnership with internationally acclaimed ALTO Olives from the Southern Highlands has delivered an exclusive ICC Sydney olive oil blend – served at all banquets and throughout menus.



Oysters are said to boost metabolic activity, lower cholesterol levels, reduce blood pressure, improve immune functions and promote healthy growth. ICC Sydney believes NSW Oysters are amongst the best in the world and having purchased over 23,000 oysters (almost 2,000 dozen) mostly from farmers in Pambula and Merimbula on the NSW South Coast, it is clear clients love them too.



Beetroot is one of the richest dietary sources of antioxidants and is said to help boost concentration (great for conferences) and is commonplace on ICC Sydney menus. In 2017, ICC Sydney purchased nine tonnes (\$100,000) of beetroot from NSW.



NSW wine direct expenditure of almost \$900,000.

Just an hour from the city, ICC Sydney has invested \$60,000 into farms along the picturesque Hawkesbury River and its region via Cooks Co-op.

# \$4.3 MILLION

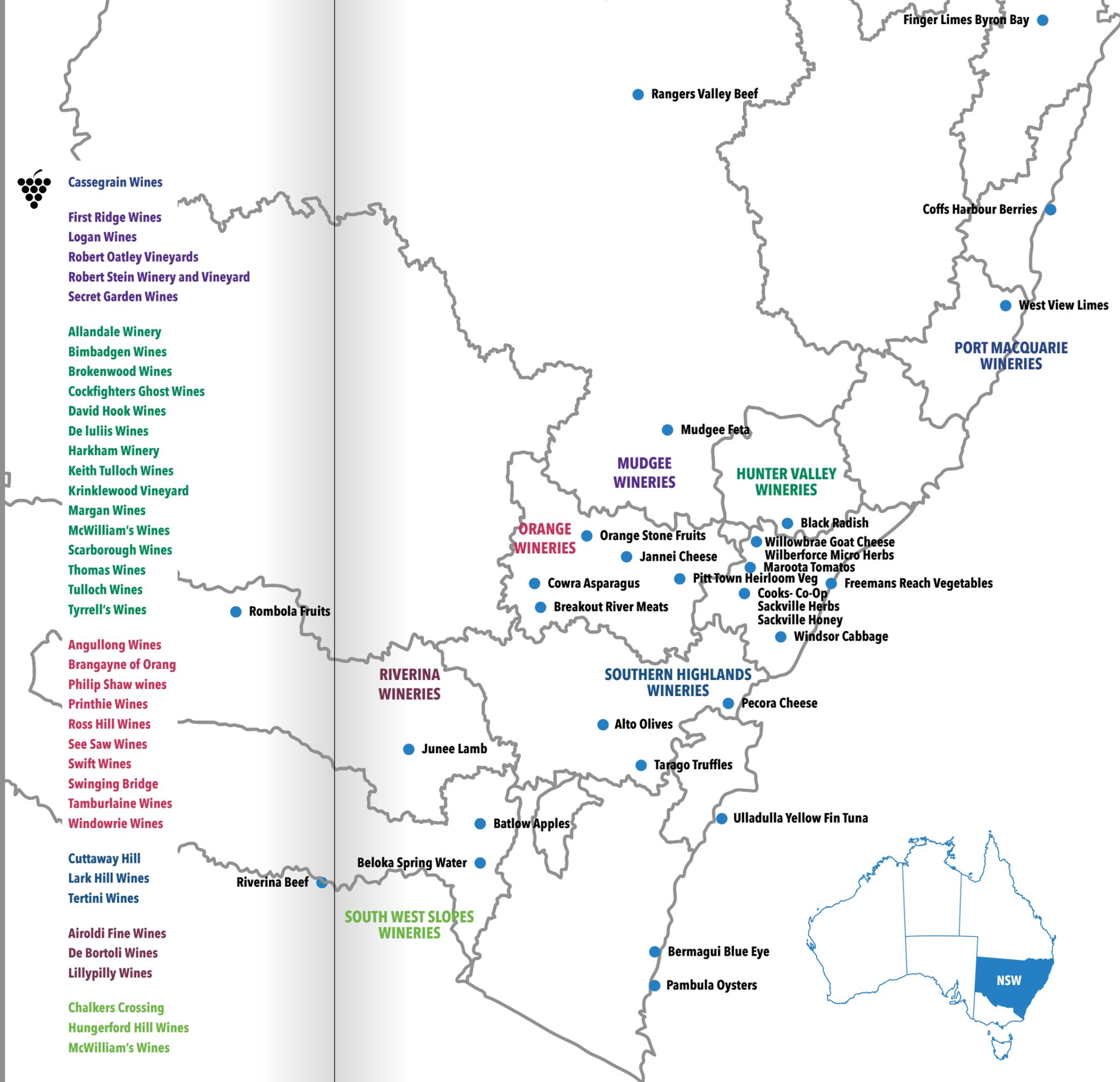


DIRECT EXPENDITURE ON NSW FRESH PRODUCE AND WINE

# \$8.3 MILLION



DELIVERED TO THE NSW ECONOMY THROUGH FOOD AND WINE PURCHASES



# CHARITIES AND NOT FOR PROFIT ORGANISATIONS

ICC Sydney's Charity Package supports the good works of charities holding fundraising events. In 2017, ICC Sydney hosted 25 charity and not for profit events, which saw more than \*\$6 million dollars raised on site. The charity package provides discounted food and beverage rates as well as reduced and/or waived venue hire options, dependant on event attendance, for government funded charity events.

*\*This figure derived from data provided by the organisers of fundraising events that disclose their numbers.*

**17**  
CHARITY  
EVENTS

**247**  
TEAM MEMBER  
VOLUNTEERING HOURS

**+\$6**  
MILLION  
FUNDS  
RAISED

**8**  
NOT FOR PROFIT  
EVENTS



## CASE STUDY

### VARIETY CHILDREN'S CHRISTMAS PARTY

21 November

**9,500 ATTENDEES (6,000 FORECASTED)**

**247 ICC SYDNEY TEAM MEMBER VOLUNTEER HOURS**

**COST OF VENUE HIRE WAIVED: \$156,000**

The Variety Children's Christmas Party is Australia's longest running Christmas Party for children who are facing challenges through disability, chronic illness, critical care or financial hardship.

Organised by the Ladies of Variety, the annual event saw over 6,000 children between 4-12 years, accompanied by 3,000 carers and 500 volunteers, enjoy performing acts, rides, animals, face painting, characters, games, craft activities, party bags, presents and a full stage show.

For this pro bono event, ICC Sydney volunteered its people and resources to deliver on multiple aspects of the event's delivery from traffic management, ushering, stand and ride management to gift giving. Sixty-five mini buses and 39 coaches arrived at Hall 1 and Hall 5 in the Exhibition Centre, with the thousands of children being escorted by ICC Sydney volunteers. Children with special needs were accommodated to ensure they were able to make their way into the venue with their friends and carers, ensuring they could enjoy the entertainment.

**DAVID SEXTON**  
CHIEF EXECUTIVE OFFICER OF VARIETY -  
THE CHILDREN'S CHARITY NSW

*"Thanks to the amazing support of ICC Sydney, Variety - the Children's Charity is able to hold our Variety Kids Christmas Party for more than 6,000 kids living with disability, chronic illness or facing financial hardship. For some of these kids, it is the only Christmas celebration they get each year and it is only because of the wonderful support of ICC Sydney that we are able to put on this magical day and bring joy to Aussie kids."*



## LOCAL COMMUNITY

ICC Sydney is actively engaged across the community in which it operates. Community and business memberships and steering committees connect us with First Nations and local precinct organisations, the startup sector and universities. ICC Sydney's deepening connections with the community provide client and customer benefits while helping the venue to continually improve its operation of Australia's leading convention, exhibition and entertainment precinct.



### ART BOOK LAUNCH

**ICC Sydney is a true hub for collaboration, inspiration and innovation in the heart of the city.**

In 2017, ICC Sydney curated and launched the ICC Sydney Art Collection book to an audience of community stakeholders, clients and artists in celebration of the venue's collection of more than 30 local and international works that celebrate Sydney, its harbour and its magnificent foreshores. The collection is one of the most significant at any convention centre worldwide and includes major pieces from Brett Whiteley, John Olsen, Sandra Leveson, Lloyd Rees and Tim Storrier, alongside key works from esteemed

Aboriginal artists such as Gloria Tamerre Petyarre and Long Jack Phillipus Tjakamarra, highlighting the significance of Australia's First Nations heritage to the venue.

Displayed across the convention centre's main theatre foyer spaces, to highlight their importance and create a gallery-like experience, as well as across the Darling Harbour precinct, the collection showcases the talent and vibrancy of Sydney's creative arts scene.

## RECONCILIATION ACTION PLAN

Residing in the heart of the rejuvenated Darling Harbour precinct, ICC Sydney rests on the land of the Gadigal people of the Eora Nation. As a gateway for international and local visitors to experience Sydney and its surrounds, ICC Sydney recognises its responsibility to acknowledge the heritage of Darling Harbour (Tumbalong) and celebrate its First Nations' culture.

First Nations consulting group, Shared Knowledge has been sought to assist ICC Sydney develop an 'Innovate' Reconciliation Action Plan (RAP) that demonstrates the venue's commitment to engaging with and celebrating First Australians.

A number of initiatives under the RAP (due to be launched in 2018) commenced in 2017 included:

- Developing a partnership with Eora College to deliver cultural awareness training for 65 ICC Sydney team members
- Providing pathways to employment for First Nations hospitality students, which saw seven students graduate from pre-employment programs with three students now team members at ICC Sydney

- Recognising First Nations heritage through an Acknowledgement of Country displayed on external digital screens
- Promoting appropriate Welcome to Country connections and Acknowledgement of Country information to event clients
- Liaising with Boomalli Aboriginal Artist Cooperative to celebrate local artists within the venue
- Relationship development with key stakeholders including the Metropolitan Local Aboriginal Land Council, First Australians Chamber of Commerce and NSW Indigenous Chamber of Commerce.



1 Minister for Finance, Services and Property Victor Dominello (left), artwork curator Leon Paroissien (right) with ICC Sydney's Geoff Donaghy

2 Uncle Allen Madden delivers a Welcome To Country to guests at the ICC Sydney Art Collection book launch

# LEGACY PROGRAM

Committed to cultivating a powerful legacy for the events it hosts, ICC Sydney launched a unique new multi-streamed Legacy Program in November, designed to connect the world's brightest minds, industry leaders and delegates across a diverse cross-section of Sydney's vibrant community. The program is set to foster knowledge exchange, collaboration and engagement across four key streams - Innovators and Entrepreneurs, Generation Next, First Australians and Sustainable Events.



## INNOVATORS AND ENTREPRENEURS

ICC Sydney has developed a program to invite industry-specific startups to present, pitch, network and showcase their ideas as part of an event program. Already engaged with local innovators and entrepreneurs, ICC Sydney is supporting clients to embed idea incubation into programs through opportunities such as pitch rooms, main stage presentations, student engagement in product testing, high-profile networking opportunities and partner site visits.

Drawing from Sydney's startup community, a high-profile Steering Committee has also been established to assist in matching the right young businesses with the right events.

1 Hatchery mural, University of Technology Sydney  
2 Performance by Uncle Max Eulo  
3 Rainwater harvesting under landscaping

### ROSLYN MCLEOD STEERING COMMITTEE MEMBER AND CEO OF ARINEX

*"The program is set to be a world leading example of stakeholder, industry and entrepreneurial cross-collaboration.*

*International business events are incredibly important for building the intellectual capital of our city. ICC Sydney is setting an industry benchmark by bringing together key local stakeholders, industry leaders and entrepreneurs to collectively invest in innovation."*

**WALKING THE TALK  
ICC SYDNEY ACTIVELY LOOKS  
TO THE LOCAL MARKET  
FOR NEW SOLUTIONS,  
PARTICULARLY WHEN IT  
COMES TO TECHNOLOGY. THE  
KNOWLEDGE AND PRODUCTS  
FROM STARTUP BUSINESSES  
BORN OF LOCAL UNIVERSITIES  
IS SIGNIFICANT IN SYDNEY.**



## FIRST AUSTRALIANS

ICC Sydney believes it has an obligation to acknowledge, celebrate and showcase the culture of its First Nations. Team members are being trained in cultural awareness and through membership of the NSW Indigenous Chamber of Commerce (NICC), ICC Sydney offers connections to local First Australians businesses from which to build acknowledgement and celebration of culture into conference and event programs.

### DEB BARWICK CHAIRPERSON OF THE FIRST AUSTRALIANS CHAMBER OF COMMERCE AND INDUSTRY AND CEO OF THE NSW INDIGENOUS CHAMBER OF COMMERCE

*"ICC Sydney is helping to build greater acknowledgement and celebration of Aboriginal and Torres Strait Islander culture.*

*ICC Sydney is an important economic contributor to Sydney and New South Wales and this initiative will help connect the millions of people it is expected to welcome through its doors each year with local Aboriginal businesses and culture in a purposeful and enriching way.*

*From investment in the development of a Welcome to Country video, purchasing Indigenous Australian produce from local Aboriginal businesses, to facilitating cultural tours of Sydney and local artist collaboration, it will open up a myriad of opportunities."*



## GENERATION NEXT

Fostering student engagement at conferences, exhibitions and events opens doors for engaged young people to develop experience, foster key connections and share innovative solutions to industry challenges. Working with tertiary education institutions across Sydney, ICC Sydney is assisting clients to provide opportunities for students to tap into experiential learning opportunities at events through discounted tickets, volunteering opportunities at key events and participation in conference workshops and networking events.



## SUSTAINABLE EVENTS

Building on the functional sustainability of the venue (awarded a Gold certification by LEED), a key focus for ICC Sydney is to work closely with clients to challenge, encourage and educate to ensure events are run in the most sustainable way possible.

Under the sustainability stream of Legacy, ICC Sydney works with clients to make sustainable choices during event planning processes and to provide accurate tracking and reporting on environmental impact.

# EXTRAORDINARY TEAMWORK



## ESTABLISHING AN EXTRAORDINARY CULTURE

Ensuring an open, inclusive and can do community of team members that work together to solve problems and deliver exceptional experiences for clients and delegates has set the platform for success today and into the future. With a recruitment philosophy of skills and experience plus chemistry, ICC Sydney's culture is underpinned by its employee brand proposition:

## TOGETHER WE DO THE EXTRAORDINARY

This proposition is supported by three key pillars of focus that link to ICC Sydney's corporate values:

### INNOVATION & CREATIVITY

We are fuelled by ideas,  
creativity, innovation and  
an open mind

### SERVICE EXCELLENCE

We have an  
EXTRAORDINARY  
commitment to our clients  
and customers

### TOGETHER IS THE ONLY WAY

We're better together

## DIVERSITY AND INCLUSION

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

People bring to the workplace different perspectives that can support innovation, collaboration and overall productivity and ICC Sydney believes that workforce diversity builds organisational capability.

To be a global leader, diversity must be visible within ICC Sydney's workforce but also across its partners, supplier base and content. This is how to deliver the best guest experience to the people ICC Sydney is dedicated to serving each year.

ICC Sydney fully supports all areas of diversity and inclusion. Its diversity strategy is built on five key areas:

### 1. FIRST AUSTRALIANS

ICC Sydney aspires to be an employer of choice for those identifying as First Australians. By engaging with communities and educators, ICC Sydney is focussed on creating an inclusive workplace for First Nations people and providing apprenticeship, traineeship, career and development opportunities.

### 2. ABLE @ WORK

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

### 3. LGBTI

ICC Sydney aims to create a workplace environment that is inclusive of Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people, free of any form of discrimination, bullying or harassment, where LGBTI people feel comfortable and open to be themselves.

### 4. 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 will ensure that all of our team members are set up for a comfortable life into the future.

### 5. PARENTS AND CARERS

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

### SUPPORTING YOU

There are many other streams of diversity and inclusion that ICC Sydney will continue to support and celebrate. This includes but is not limited to cultural and linguistic diversity, women at work and refugees. In fact, 45% of ICC Sydney's workforce is female and 42% of its executive team are women.



## TALENT ACQUISITION

The opening of ICC Sydney was one of the largest events industry employment drives in Australia. Today, ICC Sydney has 351 full time and 1312 casual positions or the equivalent of 690 full time equivalent jobs. The requirement to identify, attract, recruit, on-board, train, pay, roster and schedule 1,700 team members in time for opening was no small task.



**45%**  
FEMALE  
WORKFORCE

**42%**  
WOMEN  
EXECUTIVES

Developing a human resources strategy that identified the right talent – across skills, experience and cultural fit – nurtured team members through the onboarding process to induction and orientation and then managing each team member's lifecycle was key to success.

In a skills-short, fast moving industry, where it is not uncommon for events staff to apply to several positions at a time and concurrently be employed by multiple companies, it was imperative the ICC Sydney experience was easy, fast and effective.

ICC Sydney's talent attraction and recruitment strategies attracted more than 44,000 applications.

Through the effective use of technology, the team saved more than 10,000 hours in productivity, which assisted in ICC Sydney opening on time and on budget.



*\*ICC Sydney's team has fluctuated between 1660 and 1700 since reaching full capacity as the casual pool changes in line with event demand. 1661 was the total number of employees at 31 December 2017.*

# ACADEMY OF EXTRAORDINARY

Committed to creating careers not simply jobs, ICC Sydney's vision to be a world class provider of learning and development is delivered through its Academy of Extraordinary program.

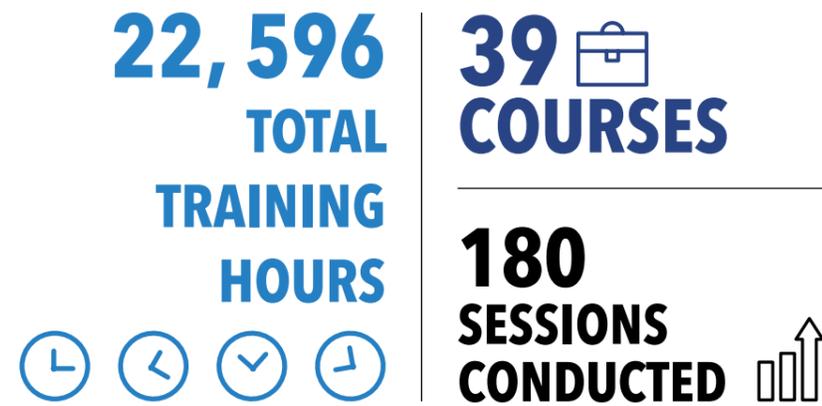
In partnership with education providers and department representatives, ICC Sydney has developed and facilitated innovative learning opportunities across formal and informal settings, integrating learning into work practise.

In 2017, ICC Sydney ran 180 internal sessions across 39 courses covering topics from conflict resolution or forklift training to food safety and allergen training.

Through a partnership with TAFE NSW, 20 courses are recognised within registered certificates.

In partnership with TAFE NSW and EORA College, ICC Sydney's first pre-employment program had seven graduates, three of which are now valued members of the workforce.

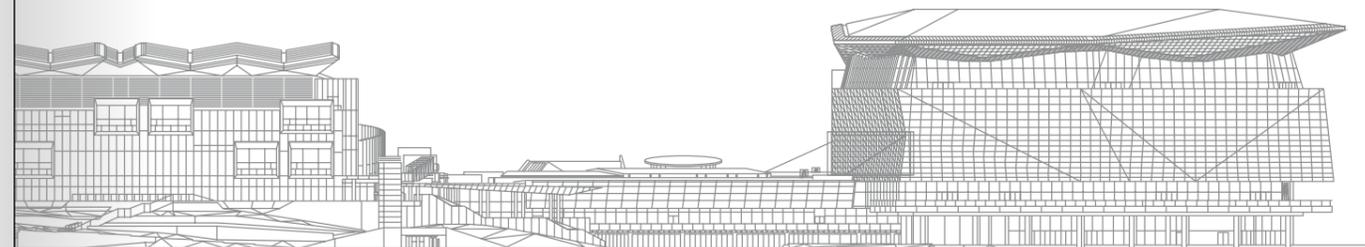
To prepare managers and team leaders with the skills to understand and acknowledge the culture of First Australians, 49 team members attended three hour cultural awareness training and 16 team members completed a two-day course in 2017.



## TAFE ACCREDITED COURSES AT THE ICC SYDNEY ACADEMY OF EXTRAORDINARY

1. DIPLOMA OF HOSPITALITY MANAGEMENT	11. RIGGING LICENCE
2. ADVANCED DIPLOMA OF HOSPITALITY MANAGEMENT	12. DOGGING LICENCE
3. RSA (RESPONSIBLE SERVICE OF ALCOHOL)	13. CERTIFICATE III IN COMMERCIAL COOKERY (APPRENTICESHIP)
4. FORKLIFT LICENCE	14. CERTIFICATE III IN RETAIL BAKING (APPRENTICESHIP)
5. FIRST AID	15. WHITE CARD
6. ADVANCED RESUSCITATION	16. ABORIGINAL TORRES STRAIT ISLANDER EDUCATIONAL PROGRAM
7. STATEMENT OF ATTAINMENT IN FOOD & BEVERAGE	17. MENTAL HEALTH FIRST AID
8. STATEMENT OF ATTAINMENT IN RETAIL BAR	18. ALLERGEN TRAINING
9. FOOD SAFETY SUPERVISOR CERTIFICATE	19. PRE-EMPLOYMENT YOUTH PROGRAM
10. ELEVATED WORK PLATFORM LICENCE	20. ABORIGINAL PRE-EMPLOYMENT PROGRAM

Silk-hd Gloss & Matt is produced in an ISO 14001 accredited facility ensuring all processes involved in production are of the highest environmental standards. FSC Mixed Sources Chain of Custody (CoC) certified and well managed forests. Silk-hd is made Carbon Neutral.





**EXPERIENCE WORLD CLASS**  
MANAGED BY AEG OGDEN

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A NSW Government project, ICC Sydney was delivered in partnership with Darling Harbour Live, comprising Lendlease, Hostplus, First State Super, Capella Capital, AEG Ogdgen and Spotless FM.

