ICC SYDNEY

Annual Performance Review 2025/26



NSW GOVERNMENT | capella CAPITAL | LEGENDS GLOBAL | lendlease | HOSTPLUS | aware SUPER | Downer

Acknowledgement of Country

International Convention Centre Sydney (ICC Sydney) stands and operates on the land of the Gadigal People. 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.

Original artwork 'Gadigal Acknowledgement, Respect' by Jeffrey Samuels of the Boomalli Aboriginal Artists Cooperative.

Cover photo by Guy Wilkinson

Contents

Message From The Minister 5

Message From The CEO 6

About Us 8

Proudly Managed By Legends Global 9

Introducing The Cutaway 10

Key Results 12

International Business 14

National Business 16

Exhibition Business 17

Banquet, Meeting, Function and Seminar Business 18

Live Entertainment Business 20

Extraordinary Results: Awards, Accreditation And Recognition 22

Direct Investment In Regional NSW 24

Corporate Social Responsibility 26

Invest In People 28

Protect The Environment 30

Strengthen Our Communities 32

Legacy Program 36

Photograph by Guy Wilkinson

Message from the Minister



In the heart of one of Sydney's busiest and most iconic public spaces, the ICC Sydney attracts world class events from concerts to exhibitions, conferences and other live entertainment.

This premier venue continues to play a vital role in New South Wales (NSW) visitor economy, strengthening Sydney's global reputation and providing another vibrant place for the community to gather.

In the 2025/26 financial year, ICC Sydney hosted more than 530 events and welcoming 1.4 million people ultimately contributing A$784 million to NSW's visitor economy.

This looks like 1.3 million hotel room nights and support for more than 4,200 jobs across the state. Each event at the ICC is contributing to jobs and vibrancy in Sydney.

The venue has continued to evolve to meet the changing needs of its clients, visitors and the wider community. For example, ICC Sydney is on track to become home to the largest solar farm in any Central Business District in the Southern Hemisphere making its contribution to environmental sustainability.

ICC Sydney has also this year expanded its portfolio to manage a new iconic venue, The Cutaway at Barangaroo, which is fast becoming a must-visit destination for festivals, exhibitions and installations.

Beyond events, ICC Sydney also delivers meaningful social impact through its Legacy Program, creating opportunities for community engagement, knowledge sharing and positive change. The venue's commitment to accessibility, sustainability and inclusion continues to set an industry benchmark, with notable progress against its Disability Inclusion Action Plan, Reconciliation Action Plan and achievement of Gold status in the Australian Workplace Equality Index.

ICC Sydney's continued success is underpinned by a culture of service excellence, innovation and collaboration. The venue achieved outstanding client and delegate satisfaction ratings while securing 14 industry awards, including recognition as NSW's leading Business Events Venue. Sydney is the premier location for business events, culture and live entertainment, because of venues like ICC Sydney.

THE HON. PAUL SCULLY
NSW Minister for Planning and Public Spaces

Message from the CEO



In partnership with the New South Wales Government and Darling Harbour Live, ICC Sydney fulfilled our shared mission to Make a Difference through the power of precincts, people and performance.

We are living in what I refer to as a "Digital Woodstock" moment, where digital industries, from content creation to the gaming economy, are on the rise. ICC Sydney is both an economic driver and a content creation engine having hosted 533 events, welcoming 1.4 million attendees through our doors. Across conventions, exhibitions, banquets, meetings and live entertainment experiences, our venue and team enabled commerce, culture and connection. Live events hosted in our TikTok Entertainment Centre and Darling Harbour Theatre invigorated the 24-hour economy.

Our people are at the heart of ICC Sydney's success and are the driving force behind our culture, client experience and business performance. We invested in future industry talent, welcoming 17 graduates, trainees and interns, while expanding our Event Management Graduate Program delivered in collaboration with the University of Technology Sydney. With 11,995 hours invested in professional development and 42 internal team member promotions and a further 15 casual employees transitioned into permanent roles, we built capability across the organisation, contributing to a strong employee engagement score of 81 per cent.

We expanded our portfolio with The Cutaway – a distinctive cultural and events venue located in the carbon-neutral Barangaroo precinct, while onboarding social media juggernaut, TikTok, as our Entertainment Centre naming rights partner. Innovative initiatives included the installation of pickleball courts on the Event Deck which sparked a new way of networking in Sydney. We expanded our media production services with the launch of *Connect Create* – content capture and creation, *A Quick Yarn* Podcast Studios and our LED screens inventory to support brand storytelling.

Looking ahead, we have attracted international events across health and medical sciences, technology, education, finance and sustainability; sectors aligned with NSW Government priorities and capable of delivering enduring economic, social and knowledge-based benefits for the community.

Upholding our More Than A Venue promise, surveyed clients rated their experience at ICC Sydney extremely highly. Independently measured delegate satisfaction increased, reflecting our commitment to delivering outstanding visitor experiences. Supported by robust risk management, we delivered safe, inclusive and successful events throughout the year.

We maintained internationally recognised certifications across Quality Management, Environmental Management, Occupational Health and Safety Management, and Food Safety Management systems, ensuring excellence and accountability in everything we do.

Our commitment to community engagement and legacy remained a cornerstone of our approach. We continued to invest in NSW food and beverage produce, championing the region's best through our global platform. We engaged our local dancing community that meet at Dancers' Alley along Moriarty Walk by facilitating performance, communication and content creation opportunities. We progressed our second Reconciliation Action Plan while developing our third.

Through our Legacy Program, we strengthened partnerships with First Nations Peoples, the creative industries and emerging entrepreneurs, creating opportunities for inclusion, cultural expression and economic participation. Our Corporate Social Responsibility strategy advanced waste diversion from landfill, sustainable supplier selection, and increased our spend with First Nations suppliers.

We are actively future-proofing our services for our people, clients, stakeholders, attendees and community. Data will continue to inform further innovations to allow ICC Sydney to make a difference for the people NSW.

ADAM MATHER-BROWN
Chief Executive Officer
International Convention Centre Sydney



Photograph by Guy Wilkinson

About Us



ICC Sydney

Darling Harbour Live, comprises Capella Capital, Legends Global, Lendlease, Hostplus, Aware Super and Downer. 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.



The Cutaway

The Cutaway is a NSW Government project delivered in partnership with Placemaking NSW, ICC Sydney and Darling Harbour Live. With its connection to Saltwater Country, its distinctive architecture guided by First Nations design principles, and prime location in the heart of Barangaroo on Gadigal Country, The Cutaway is a premium stage for immersive experiences, corporate launches, exhibitions, gala dinners and showcases. Under ICC Sydney's stewardship, it is a place where local and international audiences can engage with First Nations cultures, contemporary arts and the broader creative industries – all while driving strong performance in the local economy through the events it hosts.

Mission

Make a difference.

Purpose

Deliver success for clients and stakeholders and make a difference within our community as we operate an extraordinary venue with extraordinary people who win, run and support extraordinary events.

Values

- Integrity
- Creative
- Connected

Vision

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

Success

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. The Legends Global family is a significant player in the global business events industry, and we are dedicated to making every event instil pride in our clients and our city so that everybody wins.

Proudly Managed by Legends Global

ICC Sydney is proudly managed by Legends Global, the premier partner to the world's greatest live events, venues, and brands. Legends Global delivers a fully integrated solution of premium services, including feasibility and consulting, project development, sales, partnerships, venue management, hospitality, merchandise, and content and booking.

Legends Global's white-label approach ensures ICC Sydney remains front and centre, while leveraging the power of the global network - which includes over 450 venues, 20,000 events and hosting over 165 million guests annually.

Leaders in live experiences and entertainment, Legends Global collaborates with the world's leading promoters, corporates and organisations to host conventions, exhibitions, concerts, entertainment, family shows and new favourite sports such as pickleball, as is the case at ICC Sydney, to transform venues into experiences that keep guests coming back.

Photograph by Ethan Rohloff

Introducing The Cutaway

Beneath the green expanse of Barangaroo Reserve sits one of Sydney's most distinctive cultural and event spaces: a venue shaped by the city itself – a concrete floor leading to a towering sandstone wall that gazes up to Sydney's starry sky.

The Consortium involving Darling Harbour Live, Placemaking NSW, and ICC Sydney, as part of the Public Private Partnership (PPP) delivering the International Convention Centre Sydney (ICC Sydney), has expanded to include the architectural landmark – The Cutaway.

ICC Sydney has commenced the operation of The Cutaway to deliver test events, including Placemaking NSW's Barangaroo Live community event, Business Events Sydney's Global Ambassador Dinner, and the National Indigenous Art Fair. The Cutaway will host significant events including Sydney Festival, Vivid Sydney, Australian Native Food Festival, immersive experiences, luxury and high-tech corporate launches, exhibitions, gala dinners and creative industry showcases.







Photography by Brett Boardman

Key Results

During the 2025/26 financial year, ICC Sydney exceeded its revenue and profit targets, enabling a greater contribution to the State than the previous financial year.

The team delivered 533 core events, attracting 1.4 million event attendees who cumulatively contributed A$784 million in visitor expenditure – up from A$746 million in FY2024/25. Despite global uncertainty, ICC Sydney drove economic impact, connection and vibrancy through events; while increasing efficiencies across its operations.

ICC Sydney's team of experienced events professionals nurtured a culture that champions innovation, inclusion and sustainability. The team completed 68% of its Disability Inclusion Action Plan and improved workplace inclusion by achieving Gold status in the Australian Workplace Equality Index. Its world class Culinary Services team was inducted into the 'Hall of Fame' at the NSW Sommelier's Wine List Awards, in recognition of its outstanding support of the NSW wine industry.

This culture and a commitment to delivering world class events was reflected in an exceptional delegate satisfaction rating and all clients surveyed reported their satisfaction with ICC Sydney's service during the period.

In recognition of the technical capability, focus on sustainability and aptitude of the team, ICC Sydney collected a further 14 awards including the NSW Tourism Award for Best Business Events Venue while maintaining its International Organisation of Standardization (ISO) for Quality Management, Environmental management, Food Safety Management and Occupation Health and Safety Management and Silver EarthCheck certification.

The team remains focused on reducing its environmental impact and carbon footprint while increasing opportunities for the community through its positive social impact strategies, which are amplified in collaboration with its customers through its Legacy Program.



Photograph by Tiffany Williams

A$784m Economic Contribution

533 Events

1.4m Attendees

1.3m Room Nights

100% Client Satisfaction*

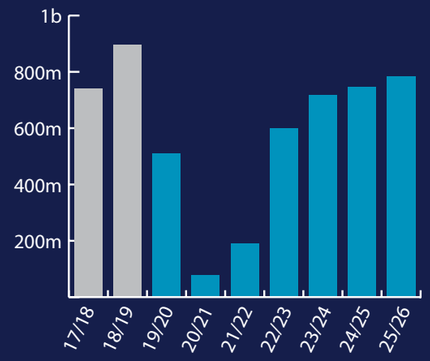
100% Delegate Satisfaction

4,207 Jobs Created

353 Legacy Program Activations

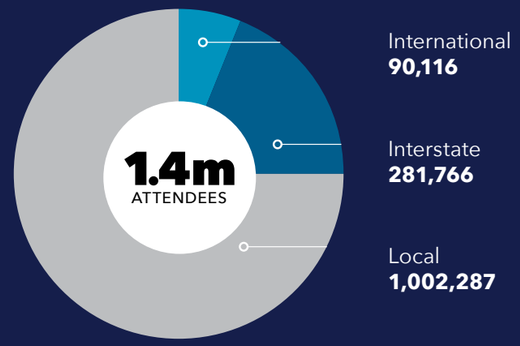
14 Awards Won

Delegate expenditure: since opening



Delegate expenditure (Facilitated Tourism Spend)

FY2025/26 Attendees by source market



*All survey respondents reported that they were satisfied with their experience at ICC Sydney.

International Business

ICC Sydney secured 17 international conventions and corporate incentives, which includes events won in partnership with Business Events Sydney.

International event organisers chose ICC Sydney for the magnificent venue, unparallelled location, its professional and innovative team of experts. Underscoring this is the team's reputation for sustainable and inclusive practices, as well as its diverse and welcoming culture.

The technology, business services, sustainability, science, health and medical sectors delivered international conventions during the year.

Forging the future of innovation, technology, and space, ICC Sydney's team proudly hosted the prestigious 76th International Astronautical Congress (IAC) across its world class venue.



Photograph by Mikulas Jaros



Photograph by Camilo Hernandez

ICC Sydney's team of passionate and experience event management professionals delivered on every front. Equally impressive was the security overlay, which was executed with precision and care. ICC Sydney worked hand in glove with NSW Police and precinct authorities and our own teams to manage public demonstrations respectfully and effectively, ensuring the safety of all attendees while upholding the values of openness and inclusion that define the IAC. Alongside the ICC Sydney team's suite of business development, event management, security and marketing services, the AV team's exceptional technical expertise cannot be understated, it was the most expansive technical delivery in the history of the event. The AV team's Speaker Preparation support in delivering upwards of 2,500 sessions across our complex scientific program and the integration of our event creative across ICC Sydney's digital infrastructure was extremely technically impressive. Importantly, it reinforced our themes of innovation and inclusion, including our commitment to learning from Indigenous Peoples on the deployment and use of space technologies."

Lisa Vitaris MBA GAICD CompIE Aust
EngExec Director, IAC 2025 Sydney, Space Industry Association of Australia



Photograph by Mikulas Jaros

National Business

Ninety-four national conventions were secured by the ICC Sydney team – up from 88 in the previous year. National events present a critical opportunity for knowledge sharing, networking and professional development including the Festival of Aviation & Corporate Travel Summits. Strategically, these events often provide the platform for bidding on international events, ensuring that the local groundwork is in place to deliver global meetings.







Photography by Enzo Amato

As the Southern Hemisphere's largest corporate travel, meetings and events gathering, FACTS requires a venue partner that can deliver at scale. ICC Sydney's venue management team provided exceptional support, professionalism and attention to detail throughout the event, ensuring a seamless experience for our delegates, speakers and exhibitors. Their expertise and commitment were instrumental in supporting another successful FACTS event."

Derek Sadubin, Co-Founder and Director, Festival of Aviation & Corporate Travel Summits

Exhibition Business

Sixty trade and consumer exhibitions transformed ICC Sydney into a dynamic marketplace for business, innovation and community engagement throughout the year. These events continued to play a critical role in facilitating commerce, attracting investment, showcasing emerging technologies and creating valuable opportunities for knowledge sharing and industry collaboration.

Alongside a strong calendar of trade-focused events, consumer exhibitions continued to captivate diverse audiences through interactive experiences. Event highlights included Design Show Australia, Futurebuild Australia and Kitchen+Bath Show 2026; Australian Healthcare Week 2026; The Smart Energy Conference & Exhibition 2026; and Sydney Build 2026.





Photography by National Media

Design Show Australia continues to be the premier destination for Australia's design and architecture community, and ICC Sydney's team of professionals are an integral part of our success. Their collaborative approach, operational expertise and commitment to understanding our objectives enable us to deliver an exceptional experience for exhibitors, visitors and industry partners. Combined with ICC Sydney's prime location in the heart of Sydney, the venue provides the ideal platform for us to connect the industry, showcase innovation and continue growing the event year after year."

Shannon Terry, General Manager, Operations, National Media

Banquet, Meeting, Function and Seminar Business

ICC Sydney delivered 241 single day events, which encompassed corporate and association meetings, gala dinners, and product launches. The venue welcomed event attendees from the technology, financial services, education, tourism, charity, automotive, medical, property, and retail sectors as well as all tiers of government. Notably, ICC Sydney welcomed returning clients, new organisations, and delivered the Australian premiere of live action movie, Moana. Business Sydney, Committee for Sydney, KARI Foundation, Stand Tall, Commonwealth Bank of Australia, Salesforce, University of Technology Sydney and Service Now all selected ICC Sydney to host their events.



Photograph by Katje Ford



Photograph by James Evans

Five years into our partnership with ICC Sydney, the bar keeps rising - and they keep clearing it. AWS Summit Sydney is one of the largest tech events in the country, and delivering a premium experience for over 10,000 attendees requires a venue partner that operates with precision, flexibility, and genuine pride in the outcome. ICC Sydney does all three. From complex multi-program logistics to sustainability integration, their team matches our ambition at every turn. It's a partnership we genuinely value."

Fleur Prins, Head of Marketing, Australia & New Zealand, Amazon Web Services



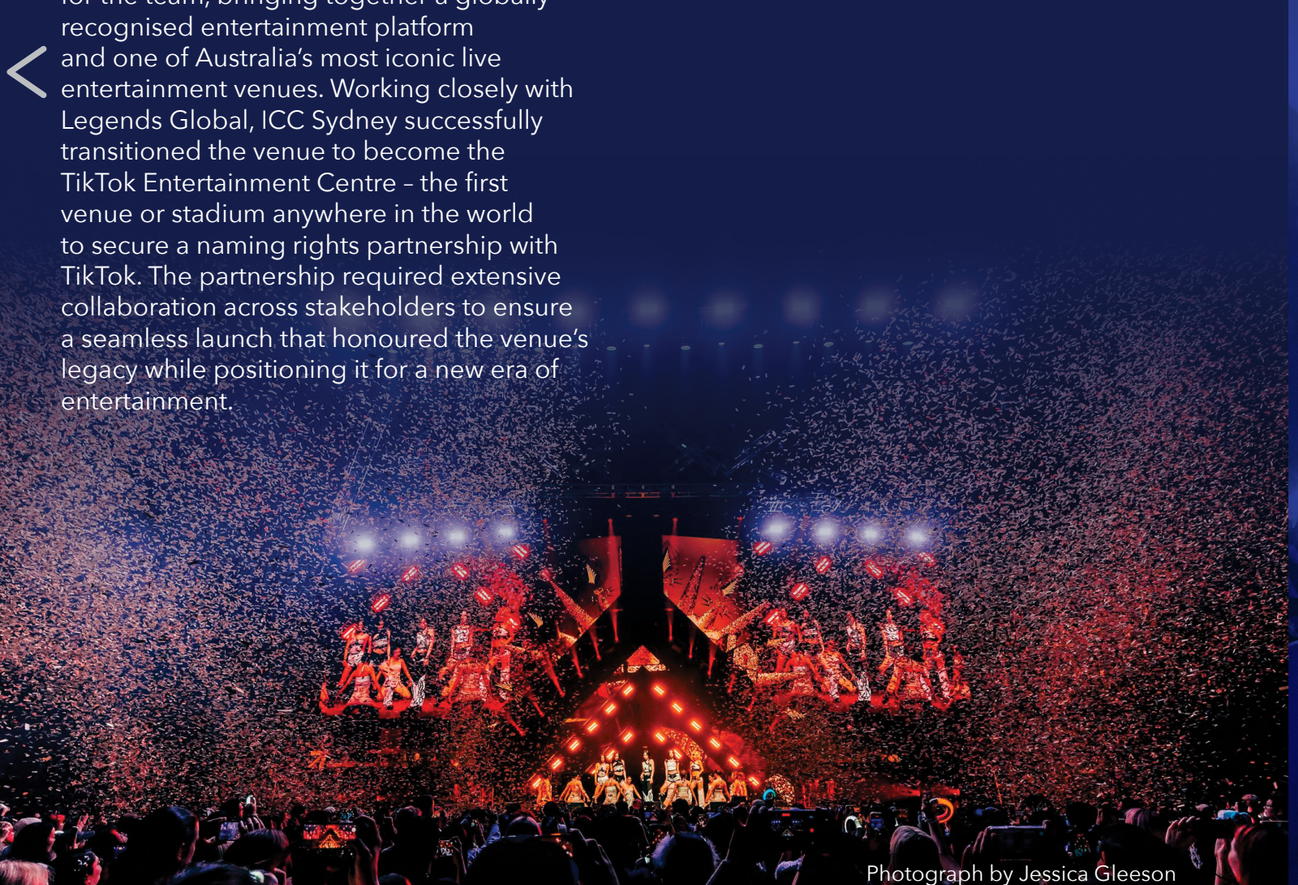
Photograph by James Evans

Live Entertainment Business

ICC Sydney drove another strong year of Live Events featuring international and local acts, sparking vibrancy in the city and stimulating the local economy. Sydneysiders flocked to 121 events at TikTok Entertainment Centre and Darling Harbour Theatre. Notably, TikTok Entertainment Centre was named Pollstar Box-Office Rankings 2025 - #1 in the Top 30 Australia & New Zealand Theatres and Billboard Mid-Year Boxscore Report 2026 - Top Venues (5,001-10,000 capacity) - #9 Globally, #1 in Oceania.

The onboarding of TikTok as the naming rights partner for ICC Sydney's Entertainment Centre represented a landmark achievement for the team, bringing together a globally recognised entertainment platform and one of Australia's most iconic live entertainment venues. Working closely with Legends Global, ICC Sydney successfully transitioned the venue to become the TikTok Entertainment Centre – the first venue or stadium anywhere in the world to secure a naming rights partnership with TikTok. The partnership required extensive collaboration across stakeholders to ensure a seamless launch that honoured the venue's legacy while positioning it for a new era of entertainment.

The benefits of the partnership extend well beyond the venue itself, creating opportunities for the broader Sydney community and visitor economy. By leveraging TikTok's global audience of more than one billion users, the partnership helps elevate Sydney as a premier destination for entertainment, conventions and live experiences, supporting tourism and local economic activity. It also provides new pathways for emerging creators and artists to connect with audiences in real world settings, fostering creative talent and strengthening community engagement through shared entertainment experiences.



Photograph by Jessica Gleeson

Event Highlights

BILLY OCEAN
CELESTE BARBER
DAVID BYRNE
GIVEON
GUY SEBASTIAN
IN CONVERSATION WITH PAMELA ANDERSON
ITZY
JACOB COLLIER
JAY PARK
JIMMY CARR
JIMMY O. YANG
JOSH TATOFI
KELSEA BALLERINI
LA LA LAND IN CONCERT
LEANN RIMES
MARK NORMAND
MASAYOSHI TAKANAKA
MATT RIFE
MEL ROBBINS
MICHAEL LEARNS TO ROCK
MICHELLE OBAMA
NAJWA KARAM
NANCY AJRAM
NIKKI GLASER
NURSE JOHN
OPRAH WINFREY
PBR ORIGIN III
PREMIER'S GALA 2026
PROFESSOR BRIAN COX
SHREYA GHOSHAL
SPLIT ENZ
STARDEW VALLEY
THE WIGGLES
TIKTOK AWARDS 2025
TIM MINCHIN
URZILA CARLSON

Photograph by Glenn Pokorny

Extraordinary Results: Awards, Accreditation and Recognition

ICC Sydney and its Darling Harbour Live partners demonstrated global leadership through world class service excellence in FY2025/26, adding a further fourteen awards and accolades totalling 128 to date.

Awards and Accolades

Venue

NSW Tourism Awards 2025
Winner - Gold - Business Event Venues

Australian Tourism Awards 2025
Finalist / Highly Commended - Business Event Venues

Spice News Hot 100 Hotels and Venues 2025
Winner - Best Mega Venue (500+ pax)

World MICE Awards 2025
Winner - Australia's Best Convention Centre

Pollstar Box-Office Rankings 2025
TikTok Entertainment Centre - #1 in the Top 30 Australia & New Zealand Theatres

Billboard Mid-Year Boxscore Report 2026
TikTok Entertainment Centre - Top Venues (5,001-10,000 capacity) - #9 Globally, #1 in Oceania

Audio Visual

Inavate APAC 40 under 40 Class of 2025
Winner - Jonte Bell, Senior Digital Technician

Corporate Social Responsibility

Spice News Hot 100 Hotels and Venues 2025
Winner - Best Sustainable Hotel or Venue

NSW Department of Climate Change, Energy, the Environment and Water
Net Zero Planning Grant - ICC Sydney Net Zero Transition Plan

Culinary

IACC Australia Asia Pacific Copper Skillet Competition
Winner, Senior Category - Brayden McCarthy, Junior Sous Chef

IACC Australia Asia Pacific Copper Skillet Competition
Winner, Junior Category - Anish Jung Shah, Chef de Parti

IACC Global Copper Skillet Final
Finalist, Senior Category - Brayden McCarthy, Junior Sous Chef

Spice News Hot 100 Hotels and Venues 2025
Winner - Best Convention Centre Catering

NSW Sommelier Wine List Awards 2026
Winner - Best NSW Wine List by a Caterer or in a Functions Venue – Hall of Fame

People and Team

AIPC (International Associate of Convention Centres) Future Shapers Program
Winner - 'Synergy' pitch – Travis Henry, Senior Manager AV Production Services

Eventex Powerlist, The 50 Most Influential People in the Events Industry in Australia & New Zealand for 2025
Winner - Marc Singerling, Director of Event Delivery

ICCA Researcher of the Month for February 2026
Winner - Nora Saloumi, Senior Manager, Research and Insights

2026 AIPC ANZ Academy Team Challenge
Winner - Jake Piccirillo, Manager, Event Delivery

ACON Pride in Diversity Program
Winner - Australian Workplace Equality Index - Gold Tier Employer

Accreditations and Certificates

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

Australian Workplace Equality Index
Gold

ATIC Quality Tourism Framework
Sustainable Tourism Accreditation and Quality Tourism

Green Music Australia's Green Venue
Green Venue Certification



Direct Investment in Regional NSW

CENTRAL TABLELANDS
Angullong Wines
Block 11 Organics
Breakout River Meats
Casama Wines
Chalou Wines
Colmar Estate
Gilbert Family Wines
Hartley Truffles
Jannei Goat Dairy
Logan Wines
Majors Group Australasia
Margra Lamb
Nashdale Lane Wines
Philip Shaw Wines
Printhie Wines
Robert Oatley Wines
Robert Stein Winery
Ross Hill Wines
See Saw Wines
Swinging Bridge Wines
Tamburlaine Organic Wines
The Berry Man
Windowrie Wines

CENTRAL WEST
2 GR Wagyu beef
Indigiearth
Paroo Kangaroo

GREATER SYDNEY
4 Pines Brewing Company
Apromo Trading
Archie Rose Distilling
Asahi Lifestyle Beverages
Australian Liquor Marketers
Avery Dennison
Bacchant Wines
Baked and Co.
Batch Brewing Company
Bega Dairy and Drinks
Bidfood
Big Mouth Foods
Bondi Yoghurt
Bread Spread
Calendar Cheese Company
Carlton & United Breweries
CCEP
Continental Patisserie
Cookers Oil
Cuisine Corp
Dolce Vita Fine Foods
Euromaster Smallgoods
Eustralis Food & Wine
Farmer Joes Chickens
Fino Foods
Game Farm
Get Fish
Gomaps
Green space herbs
Haverick Meats
Heng Australia
Honest to Goodness
Hong Australia Corporation
Hong Kong Dim Sim Kitchen
Indigenous Meat Pty Ltd
Jacobs Douwe Egberts
JB Metropolitan
JFC Australia
Juice and Co
Julianne's Kitchen
Kuranda Wholefoods
Land of Plenty
Lewis Continental Kitchen
M & J Chickens
M&G SEAFOOD
Madhouse Bakehouse
Marydias
Mayers Fine Food
Merna Crumpets
MMMore
Nespresso
Neverfail Springwater
Nomad Distribution
Oppenheimer
Oregano Group pty Ltd
Pac trading
Paramount Liquor
Pasta Italia
Pasteles Bakehouse
Patchett's Pies
Pepe Saya
PFD Food Services
Pro Bros
Pure Pops
QCC Hospitality
Quality Centre Food Services Pty Ltd
Raj Foods
Repertoire Culinaire
Rewards Hospitality
Royal CDS
Samuel Smith and Sons + Negotiants
Select Fresh Providores
Seven Miles Coffee Roasters
Shepherd's Artisan
Bakehouse Pty Limited
Smo-King Ovens
Socrates Distributors
Sonoma Bakery
Streets Ice Cream
Suntory Beverage and
Food Australia Pty Ltd
Superpop Pty Ltd
The Essential Ingredient
Tip Top
Two Providores
Unilever Australia Ltd
Urban Bakery
Vannella Cheese
Vic's Meat
Wayward Brewing
Young & Rashleigh Wine Merchants
Young Henry Brewing Company

HUNTER
Binnorie Dairy
Dalwood Operation Pty Ltd
De luliis Wines
Hungerford Hill
Margan Wines
McGuigan Wines
Mercer Wines
Scarborough Wine Co
Silkman Wines
Sweetwater Operations PL
Thomas Wines
Tyrrell's Wines

MURRAY
Pete's Pure Wines
Secret Garden Wines
Trentham Estate

NORTH COAST
Brother Mountain Macadamias
Mount Warning Water
Salumi Australia Pty Ltd

NORTH EAST
Nimbin Valley Cheese
Yaru Australia Pty Ltd

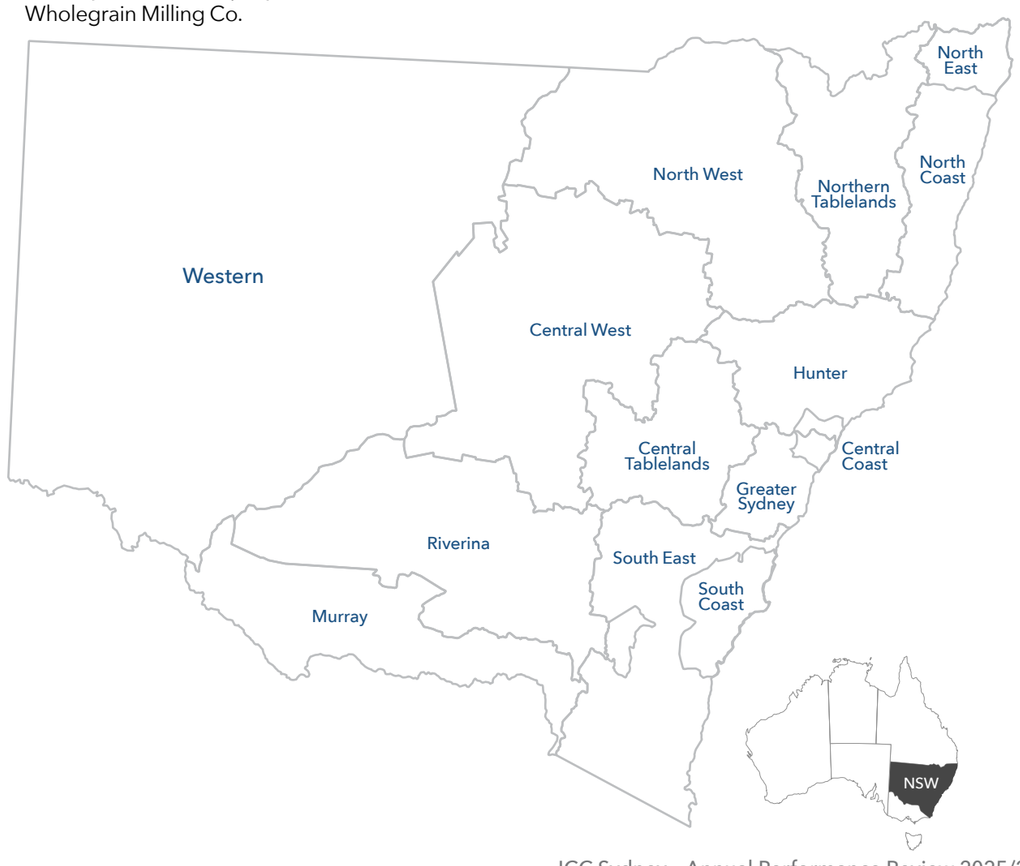
NORTH WEST
Kootingal Pecan Company
Wholegrain Milling Co.

NORTHERN TABLELANDS
Bindaree Beef
Rangers Valley Beef
Topper's Mountain Wines

RIVERINA
Aquna Murray Cod
Calabria Family Wines
De Bortoli Wines
Dee Vine Estate
McWilliam's Wines
Morella Grove Olive Oil
Riverina Fresh Pty. Ltd
Riverine Angus Beef

SOUTH COAST
Coppertree Farms
Dharawal Distilling Co

SOUTH EAST
Alto Olives
Freeman Vineyards
Garlicious Grown black garlic
Moppity Vineyards
Musset Holdings Mushrooms
The Gourmet Potatoes
Tumblong Hills Wines



Corporate Social Responsibility

Corporate Social Responsibility (CSR) is core to ICC Sydney's business operations, values and culture. ICC Sydney continues to reach its broad CSR goals and commitments as guided by the Legends Global Acts framework that aims to protect the environment, invest in people and strengthen our communities, and in alignment with selected the United Nations Sustainable Development Goals.

CSR Goal Alignment

International	United Nations Sustainable Development Goals (UNSDGs)
	Joint Meetings Industry Council's Net Zero Carbon Events Pledge
National	National Waste Policy National Climate Resilience and Adaptation Strategy 2021 – 2025
	National Greenhouse and Energy Reporting (NGER) scheme
	2023 Intergenerational Report
State	Net Zero Plan Stage 1: 2020–2030
	The NSW Climate Change Policy Framework (NSW Government)
	Waste and Sustainable Materials Strategy (NSW Government)
Local	Sustainable Sydney 2030-2050, City of Sydney
	A City for All is the City of Sydney's 2018–2028 social sustainability policy and action plan
	Committee for Sydney - Agenda for Sydney

Photograph by Brett Boardman

Invest in People

Create an environment of inclusion and gender equity across our organisation, grow the diversity of our business partners around the world, and enable opportunities for our current and future workforce.

People-first practices

ICC Sydney is committed to being an employer of choice and providing a great place to work that creates fulfilling careers, not simply jobs. ICC Sydney's focus on recognising high performing talent resulted in 42 internal promotions and 15 casual progressions into permanent roles. ICC Sydney achieved an average employee engagement score of 81%.

Championing diversity, equity, accessibility and inclusion

To celebrate diversity, ICC Sydney convenes four employee resource groups including The Same Same Collective, Reconciliation Action Plan Working Group, Able@Work and Parents and Carers. Each group is driven by individuals in the team who identify as a person of that community or as an ally. ICC Sydney additionally supports three Diversity, Equity and Inclusion (DEI) focus streams through our people strategy including New Australians, Gender Equity and Generation Success. ICC Sydney and its Able@Work group achieved 68% of the commitments set out in its Disability Inclusion Action Plan, with the support and guidance of Get Skilled Access and Autism Spectrum Australia. ICC Sydney was awarded Gold accreditation with the Australian Workplace Equality Index (AWEI). We progressed our second Innovate Reconciliation Action Plan while developing our third.

Future-proofing team success

Building workforce capability remained a strategic priority throughout the year.

ICC Sydney held a total of 142 training sessions culminating in 11,995 training hours delivered across leadership development, onboarding, safety, compliance, technology and operational capability programs for our team. During the year, ICC Sydney introduced UPSKILL26, adjusting our delivery style and focus to meet the current and future needs. This included investment in leadership development through the Amplify and High Potential (HiPo) programs, expanded digital capability initiatives, and the introduction of AI training to support business improvements. During the year, 113 team members completed 74,000 Copilot actions, contributing to an estimated 6,219 hours of productivity gains. ICC Sydney team members were selected to participate in external development opportunities through Venue Management School, Australian Institute of Management, American Chamber of Commerce in Australia and International Association of Convention Centres.

Training highlights

- Allies for Change training (LGBTQIA+ training) developed with Pride & Diversity and measured against the Australian Workplace Equality Index, the national benchmark on LGBTQIA+ workplace inclusion
- Mental health first aid training
- Cultural Awareness training focused on Aboriginal and Torres Strait Islander Peoples and culture
- Accessibility and hidden disabilities training with the Hidden Disabilities Sunflower
- Diversity Champions training to equip front-facing team members as points of contact for accessibility and inclusion enquiries.



Protect the Environment

Reduce waste from the guest experience across our venues, enhance facility efficiency through capital investments, and protect and preserve resources in and around our communities.

Industry leadership

ICC Sydney participated in industry leadership initiatives, working groups and events with the goal of ensuring effective sustainability and social impact practices.

In FY2025/26 ICC Sydney participated in:

- JMIC Net Zero Carbon Events (NZCE) Pledge
- ABEA Sustainability Special Interest Group
- City of Sydney Sustainable Destination Partnership
- TAFE NSW Food Waste Sustainability Microskill content
- Pre and post event CSR reporting in collaboration with sustainability minded clients.

Raising awareness to drive change

ICC Sydney expanded its internal energy reduction campaign to encourage team members to reassess and reduce power requirements throughout our operation. The team marked dates of importance such as World Environment Day and National Recycling Week to raise awareness and encourage environmental protection action.

Waste management

ICC Sydney is committed to reducing waste and improving waste diversion rates. To reduce organic waste the team continued to utilise Winnow technology to measure organics. In FY2025/26, ICC Sydney's team diverted 100% of recovered organic waste from landfill. ICC Sydney diverted an average of 71% waste from landfill.

Energy

Through more energy efficient operation methods and renewable energy capability, ICC Sydney saved 233.36 t CO_2-e saved through onsite solar generation. Together with its Darling Harbour Live partners, ICC Sydney purchased an additional 20% renewable energy from the grid, supporting industry investment in renewable energy.

Sustainability focused menu collection

The 2026 Menu Collection was headlined by the introduction of a new Planet First menu. This was a meaningful step forward in sustainable, low carbon dining where every dish had undergone a carbon footprint analysis while celebrating the local, seasonal and Indigenous ingredients.



71%
Waste Diversion

233.36tCO_2-e
saved through onsite solar generation

Silver
EarthCheck Accreditation

Maintained
Environmental Management Standard ISO14001

Strengthen our Communities

Engage in improving the vitality of our communities, increase philanthropic support through meaningful efforts, and enhance the health and wellbeing of our coworkers, clients and guests.

Making a difference together, ICC Sydney team members volunteered a total of 75.6 hours including at community event – the Seniors Expo Event and with various causes. They supported the Bobby Goldsmith Foundation and fundraised as part of the City2Surf for First Nations community partner KARI.

Alongside other national venues in our network, ICC Sydney participated in AusMusic TShirt Day, raising A$10,344.71 for Australian charity - Support Act. Support Act works to support musicians, managers, crew and music workers through crisis relief, mental health and wellbeing programs, the Support Act Wellbeing Helpline, Mentally Healthy Workplaces Program and dedicated First Nations support.

Food donations

Over the year, the team donated 12,393kg, (more than double that of the year prior) of quality surplus food (equivalent to 30,363 meals) to the Matthew Talbot Hostel and OzHarvest.

First Nations acknowledgement and celebration

ICC Sydney fulfilled the commitments of its 'Innovate' Reconciliation Action Plan recognising First Nations Peoples and culture and has embarked on establishing its third plan.

Charities and community support

ICC Sydney provided 32 tickets to live events for Sydney's youth and families via the venue team's network of charity partners through the IGNITE community ticket donation program.

ICC Sydney donated approximately 620kg of repurposed goods from events such as furniture, homewares, computers, clothing, toiletries and stationery to its charity partners such as ReLove.

ICC Sydney provided promotional support for charities and community partners. Content relating to environmental sustainability, community causes, accessibility, diversity, equity and inclusion was communicated in Darling Harbour, such as:

- KARI Foundation
- Science for Wildlife
- Boomalli Aboriginal Artists Cooperative
- Youth Off The Streets
- ANZAC Day
- National Sorry Day
- National Reconciliation Week
- NAIDOC Week
- AUS Music T-Shirt Day
- R U OK Day
- Earth Hour
- World Autism Understanding Day
- International Day of People with Disability
- World AIDS Day
- Wear it Purple Day
- Mardi Gras
- Pride Month



30,363
Meals Donated

620kg
Goods Donated

32
Tickets to Events for Charity and Community Partners

Championing First Nations and sparking investment in NSW

ICC Sydney prioritises sustainable procurement strategies and in FY2025/26, purchased A$45.1 million of requirements through suppliers based in NSW. ICC Sydney purchased A$12.8 million of food and beverages sourced from NSW providers. Through a wine list 100% dedicated to NSW, 99% of wine was purchased from NSW winemakers.

It is also committed to strengthening the broader industry that reaches out through these supply chains. Through its Reconciliation Action Plan commitments and Legacy Program, it seeks to provide opportunities for Indigenous owned businesses.

Sustainable procurement

ICC Sydney sourced goods and services from sustainable suppliers that have proven sustainability policies and processes where possible. In FY2025/26, 88% of the value of purchases in ICC Sydney's supply chain were sourced from sustainable suppliers

First Nations

Through its Legacy Program and as part of its Reconciliation Action Plan commitments, ICC Sydney promoted the inclusion of Indigenous owned businesses into client events. Through its partnership with Supply Nation, ICC Sydney created opportunities to grow Aboriginal owned businesses across its supply chain through an enhanced First Nations procurement strategy. ICC Sydney increased its spend with First Nations suppliers to $257,785.

Industry participation

Team members contributed 273 hours of their time and experience to industry and local organisations.

"The next generation of talent emerging from Sydney, and particularly from UTS, is already building the future with AI. We're seeing students and early-stage founders not just exploring the potential of artificial intelligence, but actively applying it to create new businesses, solve real-world problems, and contribute to industries across the board. This wave of innovation is significantly enhancing both the cultural and business capital of our city. Sydney isn't just participating in the AI revolution, we're helping helping to lead it, one startup at a time – and ICC Sydney is an unparalleled platform to connect people in this space."

Murray Hurps
Director of Entrepreneurship
University of Technology Sydney



A$12.8m
Food and Beverage Spend with NSW Based Suppliers

A$45.1m
Direct NSW Spend

A$257,785
Spend with 27 First Nation Suppliers

99%
Wine Purchased from NSW

98%
Food Purchased from NSW

273
Hours of Industry Advocacy

Legacy Program

In FY2025/26, 353 Legacy Program activations were delivered at events. Under ICC Sydney's Reconciliation Action Plan, the team has grown the First Nations stream of its Legacy Program to influence clients to drive reconciliation outcomes – 208,976 people experienced a First Nations cultural experience at events held throughout the year.

The Legacy Program "Inclusion and Belonging" stream which features partners Get Skilled Access, Hidden Disabilities Sunflower and Pride In Diversity, was activated 96 times at 92 events The team has continually updated its Accessible and Inclusive Events Guide for event organisers.

First Nations
Acknowledging, supporting and celebrating Aboriginal and Torres Strait Islander cultures and businesses

Environmental Sustainability
Minimising the environmental impact of events

Innovators and Entrepreneurs
Building engagement with local innovators and entrepreneurs

Creative Industries
Connecting with emerging talent from across the Sydney community

Inclusion and Belonging
Creating the most inclusive events, ensuring every visitor feels welcome and can participate

Photograph by Connor O'Shea

208,976
First Nations Cultural Impressions

353
Legacy Program Activations

Think Before You Choose

Vegetables in our Edible Centrepieces are transformed into meals for people in need



ICC SYDNEY

EXPERIENCE WORLD CLASS
PROUDLY MANAGED BY LEGENDS GLOBAL

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

NSW GOVERNMENT

A NSW Government project, ICC Sydney was delivered in partnership with Darling Harbour Live, comprising Capella Capital, Legends Global, Lendlease, Hostplus, Aware Super, and Downer.