

# THE GREEN PRINT

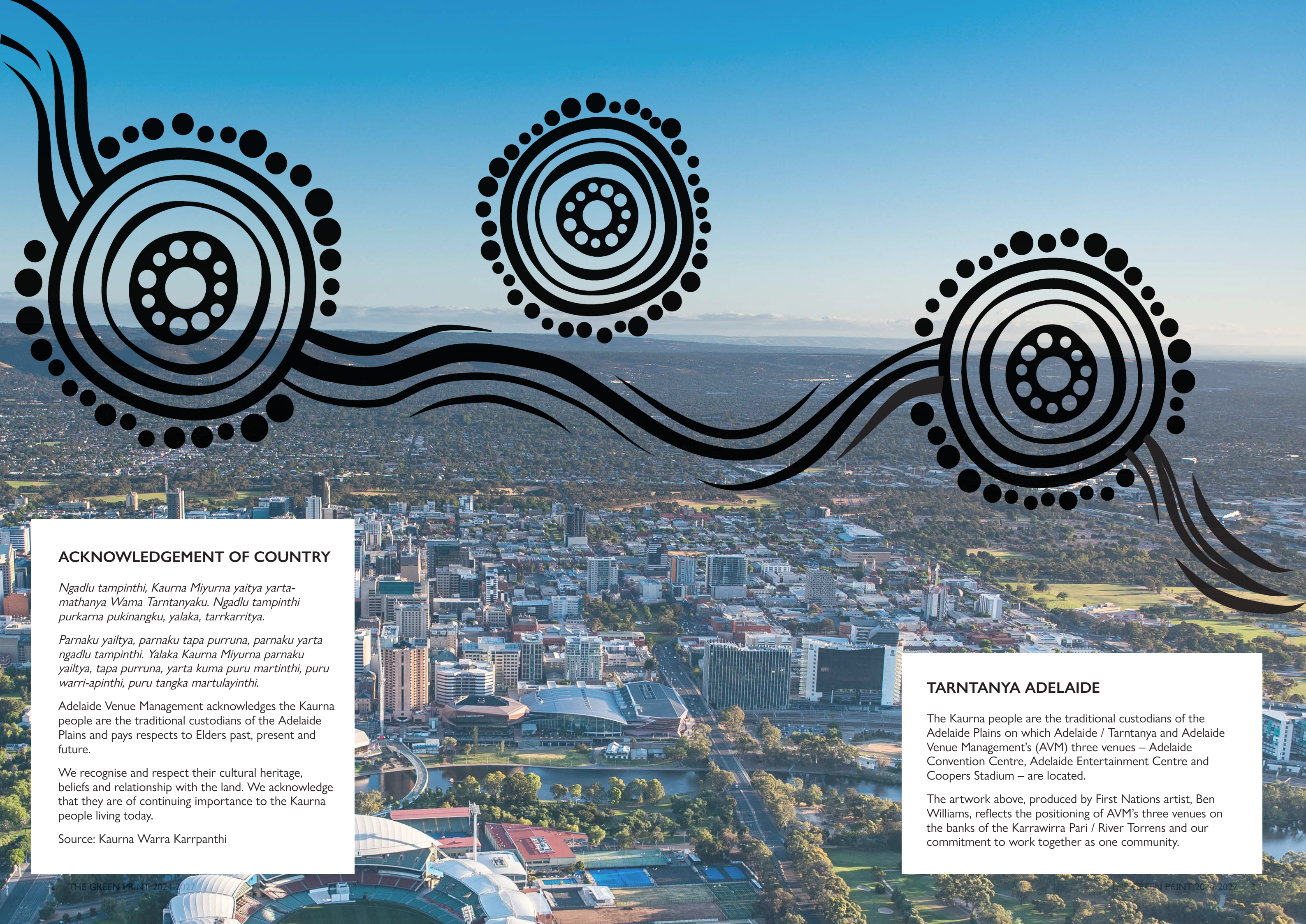
Mapping our path for a sustainable future



2024 - 2027







## ACKNOWLEDGEMENT OF COUNTRY

*Ngadlu tampinhi, Kurna Miyurna yaitya yarta-mathanya Wama Tarntanyaku. Ngadlu tampinhi purkarna pukinangku, yalaka, tarrkarritya.*

*Parnaku yailtya, parnaku tapa purruna, parnaku yarta ngadlu tampinhi. Yalaka Kurna Miyurna parnaku yailtya, tapa purruna, yarta kuma puru martinhi, puru warri-apinhi, puru tangka martulayinhi.*

Adelaide Venue Management acknowledges the Kurna people are the traditional custodians of the Adelaide Plains and pays respects to Elders past, present and future.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

Source: Kurna Warra Karrpanthi

## TARNTANYA ADELAIDE

The Kurna people are the traditional custodians of the Adelaide Plains on which Adelaide / Tarntanya and Adelaide Venue Management's (AVM) three venues – Adelaide Convention Centre, Adelaide Entertainment Centre and Coopers Stadium – are located.

The artwork above, produced by First Nations artist, Ben Williams, reflects the positioning of AVM's three venues on the banks of the Karrawirra Pari / River Torrens and our commitment to work together as one community.





# CEO foreword



The venue and event industry is central to economies and communities worldwide, with South Australia no exception. It provides a powerful platform for connection, creativity and progress, bringing people together, fostering innovation and driving economic growth.

The industry also consumes significant resources and generates substantial waste, highlighting the importance for a strategic and dedicated approach to Environmental, Social and Governance (ESG).

At Adelaide Venue Management (AVM), I'm proud to share that sustainability is part of our culture, and has been for some time.

From the way we design and operate our venues, to the experiences we curate for guests, sustainability is woven into the fabric of our business. AVM's approach to ESG is all-encompassing. Beyond just minimising our environmental footprint, our commitment extends to maximising our contribution to the wellbeing of people and the health of the planet. Through fostering partnerships with sustainability organisations, social engagement initiatives and educational programs, we work to empower our stakeholders to make a difference in their own lives and communities.

As operators of three of South Australia's most important and iconic venues, AVM is committed to raising the bar when it comes to all things ESG and pushing ourselves to do better. Whether it's reducing energy consumption, minimising waste, or promoting diversity and inclusion, we're constantly seeking new ways to innovate and lead our industry.

In this critical decade of sustainability action, it gives me great pleasure to introduce 'The Green Print' – AVM's first dedicated ESG strategy. Continuing our contributions and achievements of the past, The Green Print outlines an ambitious vision for a better tomorrow, providing a strategic framework to amplify our impact and inspire others to follow.

The Green Print maps AVM's path towards a more sustainable future in the dynamic landscape of the events and venue management industry. I would like to acknowledge the positive and extensive contributions made by the AVM team and key partners in developing this strategy.

We look forward to embarking on this journey with you – our clients, suppliers and community.

*Martin*

**Martin Radcliffe**  
Chief Executive Officer  
Adelaide Venue Management



# Vision

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**Our vision is to establish Adelaide Venue Management as a **force for good** for our communities and the environment, through operating Australia's most sustainable venues.**

We recognise our crucial role in creating awareness, educating and promoting solutions to some of the world's most pressing issues; from climate change to waste avoidance, accessibility and First Nations reconciliation.

We don't take this responsibility lightly. From food and design to practices and people, sustainability is embedded in everything we do. We lead by example through ongoing efforts to minimise our footprint; give back to the community in which we operate; and support our partners in the delivery of environmentally and socially responsible events.

We are committed to creating tangible solutions for our clients, guests and community, and work to inspire and drive positive environmental and social change.





# Key achievements

From zeroing in on waste, to improving the environmental efficiencies of our facilities and operations, supporting local suppliers, and donating unused meals to help feed Adelaide's hungry, AVM's venues are actively working towards a more sustainable future.



LED lighting at Coopers Stadium.

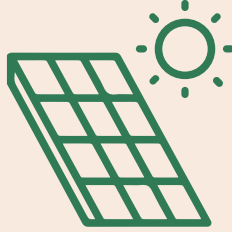
**WORLD'S FIRST CONVENTION CENTRE**  
to achieve EarthCheck's Master Certification



**MINIMISING WASTE TO LANDFILL**  
with over 99% diverted in 2022/23




**GENERATING RENEWABLE ENERGY**  
produced 1.1 million kWh produced through rooftop solar since 2014



**MINIMISING WASTE TO LANDFILL**  
with over 99 tonnes of organic waste diverted in 2022/23




**REDUCING GREENHOUSE GAS EMISSIONS**  
by over 51% since 2018\*



**SUPPORTING LOCAL**  
97% of produce sourced from South Australian suppliers



**LIGHTING THE WAY TO A GREENER FUTURE**  
with over 90% fixtures upgraded to LED<sup>^</sup>




**SUPPORTING WATER CONSERVATION**  
through installation of a 10,000-litre rainwater tank



**FEEDING THE HUNGRY**  
donated 225,000+ unused meals through OzHarvest, Foodbank & Faithworks since 2008



**REDUCED WATER CONSUMPTION**  
with almost 20% of water needs serviced by fit-for-purpose recycled water



**RECYCLING COOKING OIL**  
converted 19,800 litres to higher value industrial lubricants, soaps and biofuels




\*Represents gas and electricity emissions only.

\*Above achievements applicable to Adelaide Entertainment Centre, unless otherwise noted.  
<sup>^</sup> Coopers Stadium only.

# Transforming the world

## A NATIONAL APPROACH

On a regional and national level, The Green Print supports over 17 State and Federal government targets and initiatives, including the following, which were identified by clients as being most relevant to the venue and event industry.

### South Australian Government Climate Change Action Plan 2021 – 2025

- Net zero Greenhouse Gas (GHG) emissions by 2050

### South Australia's Waste Strategy 2020 – 2025

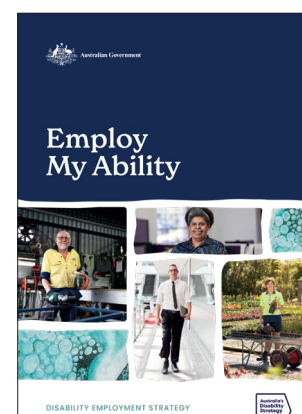
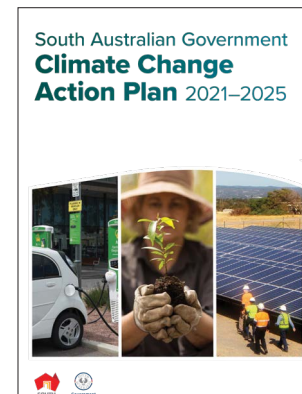
- Zero avoidable waste to landfill by 2030
- 90% of commercial and industrial waste diverted from landfill by 2030

### 2023 Commonwealth Closing the Gap Implementation Plan

- Increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62% by 2031

### Employ My Ability, Disability Employment Strategy 2021 – 2031

- Inclusive workplace cultures where people with disability thrive in their career



## A GLOBAL OUTLOOK

Globally, The Green Print aligns with the United Nations Sustainable Development Goals.

Launched in 2015, the 2030 Agenda for Sustainable Development, adopted by all United Nations Member States, is a plan for people, planet and prosperity. It includes 17 clearly defined Sustainable Development Goals (SDGs), from sustainable cities and communities to reducing inequalities and tackling climate change.

Through this strategy, AVM directly supports 13 of the 17 SDGs, with the goal of broadening our impact to all 17 over time.

## SUSTAINABLE DEVELOPMENT GOALS





# Focus areas

## GOING GREEN

### Efficient, low impact operations

AVM takes a proactive approach to reducing energy use, lowering greenhouse gas emissions, and eliminating and avoiding waste. Through operating 'low impact venues', we support clients in delivering responsible, sustainable events.

#### KEY TARGETS

1. Achieve a 95% average waste diversion from landfill across all venues by 2027.
2. Develop an Emissions Reduction target by 2024.
3. Increase on-site renewable electricity generation by more than 300% by 2025.
4. Transition 30% of fossil fuel-powered infrastructure and assets to electric alternatives by 2027.
5. Operate 100% LED lighting across all venues by 2027\*.

\*Excludes specialist lighting equipment.

#### SDG ALIGNMENT



#### KEY ACTIONS

1. Develop venue-specific Operational Waste Management Plans.
2. Improve waste collection systems and signage at Adelaide Entertainment Centre and Coopers Stadium.
3. Update procurement initiatives to minimise and eliminate non-recyclable and non-compostable products from AVM's supply chain.
4. Establish an AVM GHG emissions baseline and develop an Emissions Reduction Plan.
5. Conduct cost-benefit analysis and, pending results, build rooftop solar capability across all venues.
6. Create a Natural Gas Asset Transition Plan.
7. Prepare an Electric Vehicle Infrastructure and Vehicle Transition Plan.
8. Conduct an LED lighting audit and staged upgrades across all venues.

## SUSTAINABLE SOURCING

### Sustainable and ethical supply chains

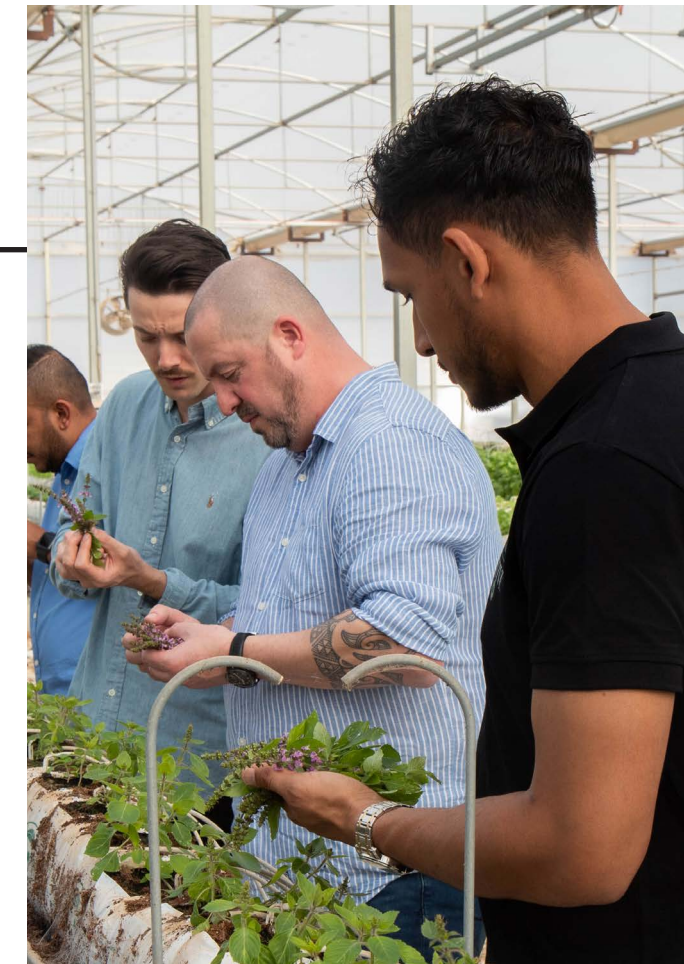
AVM takes great pride and satisfaction in supporting local. Through our 'South Australia first' supplier policy, we ensure the economic benefit of AVM's operations extends well beyond our venues to support local business. We will continue to utilise AVM supply chains as an enabler of good, supporting local, sustainable and ethical businesses committed to eliminating modern slavery.

#### KEY TARGETS

1. Maintain commitment to ensuring at least 97% of AVM suppliers are South Australian-based, with representation of all of South Australia's food and beverage production regions.
2. Ensure procurement practices align with the Government of South Australia's Green Procurement Guidelines and Economic and Social Procurement Guidelines, incorporating ESG requests for information.
3. Investigate 100% of AVM's operations and supply chains for modern slavery risks by 2025.

#### KEY ACTIONS

1. Update local supplier policies to ensure a diverse representation of South Australia's food and beverage regions.
2. Adapt current procurement policies to best reflect the Government of South Australia's Green Procurement Guidelines and ESG considerations, including increased support for First Nations supply chains.
3. Establish a modern slavery working group to complete an exhaustive review of AVM operations and supply chains to mitigate modern slavery risks and inform our inaugural Modern Slavery Statement.
4. Establish a First Nations business engagement policy, outlining methods of engagement, supplier lists, barriers to engagement and monitoring change over time.
5. Increase direct sourcing from known local business, social enterprises, Australian Disability Enterprises and First Nations businesses.



#### SDG ALIGNMENT





## COMMUNITY EDUCATION AND ENGAGEMENT

Empowering clients, staff and community

AVM recognises collaboration is key to maximising impact and is committed to engaging, educating and inspiring our clients, staff and community to join us on our sustainability journey. Through building knowledge and upskilling key stakeholders, AVM can increase collective impacts and improve outcomes for the environment and our community.

### KEY TARGETS

1. Create an Adelaide Convention Centre Event Impact Guide by 2024.
2. Expand AVM's approach to Access and Inclusion by 2025.
3. Empower staff and build team engagement through increased communications, training and participation opportunities.
4. Develop an AVM Reconciliation Action Plan by 2027.

### KEY ACTIONS

1. Publish guide outlining ESG solutions and ideas to support clients in creating impactful events.
2. Publish venue-specific Accessibility Guides.
3. Form AVM working group to evaluate accessibility arrangements at each venue.
4. Engage an accessibility and inclusion specialist to assess key opportunities and provide recommendations for each AVM venue.
5. Refresh and publish venue-specific Access and Inclusion Plans.
6. Issue an annual employee ESG survey to gauge staff attitudes and identify new opportunities.
7. Establish a Sustainability Management Committee at Adelaide Entertainment Centre and Coopers Stadium to drive ESG initiatives and rally support across each venue.
8. Deliver a minimum of 10 ESG-focused workshops per year to upskill staff and increase capacity to champion sustainable behaviours and initiatives.
9. Develop an ESG mentoring program for staff.
10. Foster deeper relationships with select South Australian-based not-for-profit organisations to increase social and environmental impact and facilitate staff volunteering opportunities.
11. Establish a Reconciliation Action Plan committee to support development of AVM's inaugural Reconciliation Action Plan.

### SDG ALIGNMENT



## ADAPTING TO A CHANGING CLIMATE

Resilient systems and assets

Climate change represents a foreseeable and material risk to organisations across the world. AVM will plan for and adapt to the current and future impacts of climate change to ensure business continuity.

### KEY TARGETS

1. Investigate AVM's exposure to future climate risks and prepare a Climate Adaptation Plan by 2024.
2. Develop an Asset Management Resilience Plan for all AVM assets by 2025.
3. Maintain Adelaide Convention Centre EarthCheck's Master Certification.
4. Contribute to a net increase in biodiversity, ecosystem services and tree canopy cover in South Australia by 2026.

### KEY ACTIONS

1. Conduct Climate Risk Assessment staff workshops to identify and prioritise AVM's key climate risks.
2. Utilise Climate Risk Assessment to develop Climate Adaptation Plan outlining responses to key climate risks.
3. Incorporate projected replacement times, repair and maintenance schedules and opportunities for increased ESG performance into AVM's Asset Management Register.
4. Ensure continued compliance to EarthCheck standards and develop EarthCheck-specific materials for ongoing stakeholder education.
5. Introduce initiatives to build sustainable food production capabilities.
6. Investigate increased greening of internal and external areas. Determine projected water consumption and potential cost increases, incorporating findings into an Urban Nature Plan.
7. Formalise partnership with a South Australia-based environmental not-for-profit organisation offering clients the opportunity to contribute to carbon capture and biodiversity programs.



### SDG ALIGNMENT





# Reporting and review

## GOOD GOVERNANCE

### Responsible governance and transparent communication

Governance duties of organisations are quickly evolving. A key pillar of this strategy is ensuring governance structures and functions underpin the ongoing operations of AVM in a manner that supports people and the environment. The targets and actions outlined are designed to ensure AVM is not only effectively capturing and reporting non-financial performance metrics but is prepared for incoming legislative requirements.

#### KEY TARGETS

1. Ensure evidence informs the current and future plans, along with targets and actions outlined within AVM's ESG strategy.
2. Build capacity of AVM leadership to mitigate sustainability related risks.
3. Increase capacity and skills of AVM to identify and respond to emerging ESG trends and risks.

#### KEY ACTIONS

1. Publish a dedicated Annual ESG Report outlining progress against the targets.
2. Facilitate quarterly ESG upskilling opportunities for AVM leadership on matters relevant to Director duties.
3. Establish a formal mechanism to ensure non-financial ESG related content is captured through audit and risk committee instruments and processes.

#### SDG ALIGNMENT



To communicate AVM's performance against the targets of this strategy, an Annual ESG Report will be prepared at the completion of each financial year between 2023/24 and 2026/27. Annual reporting will assist AVM to assess and track non-financial performance across our focus areas over time.

To complement the strategy, the ESG Action Plan will be reviewed and updated on an annual basis to respond to evolving trends, legislative requirements and emerging opportunities.

## Acknowledgements

The Green Print is the culmination of a 12-month co-design process that benefited from an exceptional amount of hard work and dedication from those involved.

AVM acknowledges the significant contribution of its staff, and thanks them for their time, expertise, passion and enthusiasm to the development of The Green Print. We also extend thanks to key business events clients whose input has added depth and rigour to this strategy.

AVM acknowledges that this strategy has been informed by evidence sourced from:

- International Panel on Climate Change
- World Economic Forum
- Financial Stability Board
- Global Slavery Index
- International Congress and Convention Association
- Events Industry Council
- Australian Government, Department of Climate Change, Energy, Environment and Water
- Australian Competition and Consumer Commission
- Australian Institute of Company Directors
- South Australian Government, Department for Trade and Investment
- Green Industries SA
- City of Adelaide.

'The Green Print is a testament to the power of genuine collaboration towards a common goal and AVM's vision to operate Australia's most sustainable venues and become a force for good for both the community and the environment.



**Front cover**

Ben Gardiner Williams  
Harmony Unveiled, 2023

“Harmony Unveiled” symbolises sustainability, community diversity, and togetherness, with each element representing a facet of the collective, narrating a story of strength through diversity.

The embedded patterns explores the interconnected web of relationships within the community and fostering a deeper appreciation for the harmonious balance between humanity and nature.

**Disclaimer**

The information provided in this publication is for general information only, and is not intended to address the circumstances of any particular individual or entity.

Information correct at time of collating and publishing.

The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.

*September 2024*



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