



Sustainability Management Plan 2026-2027



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Introduction

Founded in 1875, the Royal National Agricultural and Industrial Association of Queensland (RNA) is an independent, not-for-profit member-based association that has freehold title to the iconic Brisbane Showgrounds.

The Brisbane Showgrounds is a world-class events and lifestyle precinct located just 1.5km from the city's CBD and 15 minutes from the Brisbane Airport. It is home to the state-of-the-art Royal International Convention Centre (Royal ICC).

The RNA's mission is to bring people together to showcase, celebrate and experience agriculture and Queensland

We are committed to continually improving our environmental and social sustainability performance and are the only Green Globe Certified Convention Centre in Australia.

This year, 2026, will mark the third year that we have held this certification.

The RNA is compliant with relevant federal, state and local laws while achieving best practice with the convention and exhibition industry.

Since 2024 we have partnered with Clima, a carbon accounting organisation, who have given us the tools to track our carbon footprint and make steps towards reducing our environmental impact. They also allow our clients and partners to assess their carbon impact for their events and give options to achieve carbon neutral or positive event.

The Royal ICC is committed to sustainability by identifying related risks and implementing actions and preventative measures to achieve the desired outcomes.

The RNA is an equal opportunity employer with a proud history of inclusion and diversity, and it is a company policy that wherever possible, environmentally sustainable products and services must be sourced locally.

Goals

This Sustainability Management Plan, which applies to the RNA and its subsidiaries, outlines the organisations top line goals and the policies and procedures in place to ensure these goals are achieved

The key objectives are as follows:

- Improve the business' overall sustainability
- Improve waste management
- Reduce energy consumption
- Improve employee training and awareness
- Achieve consistent reporting for all sustainability sectors
- Offer sustainable event solutions to clients (i.e. green event handbook, Clima reporting & solutions)





Environmental Policy

The environmental policy covers the best practice for all areas of the business. This includes the purchasing policy, waste management, energy & water consumption as well as employee training and client awareness.

The Royal ICC intends to reduce its environmental footprint by setting reduction targets so our guests, employees, and the community can benefit from these essential initiatives. Given the events-based nature of the Royal ICC, we will strive to achieve the perfect balance between sustainability and delivering a large and varying number of events. This variance and unpredictability can be a challenge when it comes to setting reduction targets and can also be dependant on clients and the information they are willing to share.

As a part of achieving these objectives the Royal ICC is working hard to maintain its Green Globe Certification, plus working with Clima to track our reduction goals and carbon footprint year on year. This is being championed by our Environmental, Social and Governance (ESG) Sub-Committee and the working groups that fall under the committee. These working groups are the Reconciliation Action Plan (RAP) Working Group, Diversity & Inclusion Working Group, Energy, Water & Recycling Working Group and the Reporting Working Group.

The RNA and Royal ICC actively engage with employees, customers, and the community to develop ways to further achieve best practice in environmental and social sustainability.

The Royal ICC will set clear objectives to support the environmental policy. These include but are not limited to:

- Reduce long-term environmental impact
- Reduce/minimise CO2 emissions, energy, waste, and water consumption
- Promote recycling activities
- Provide educational programs during customer, partner and employee inductions and staff meetings
- Ongoing monitoring and benchmarking of reports to ensure improvement and transparency
- Recognise the traditional owners of the land the Brisbane Showgrounds inhabits
- Promote sustainability practices to employees, clients, and suppliers
- Commit to sustainable procurement by sourcing products and suppliers of local origin and following fair trade principles.
- Market the Brisbane Showgrounds as a sustainable business.

Sustainable Purchasing

The Royal ICC stands for high quality and sustainable policies. Therefore, we select suppliers carefully and prefer to collaborate with suppliers with a similar commitment to sustainability. All the below points are outlined in the RNA Purchasing Policy which applies to all departments within the RNA.

The Royal ICC supports environmentally sustainable suppliers and products through:

- The procurement of products containing materials produced in a sustainable manner and/or reconditioned or recycled components
- Suppliers that offer product stewardship
- Goods that are highly rated for energy and water use (if applicable) according to an appropriate testing authority and cause less pollution
- Preference to suppliers that minimise their energy consumption and adverse environmental impact



Recycling and Waste

The RNA is dedicated to implementing measures that reduce waste and minimise pollution.

As part of our commitment to waste reduction, the RNA:

- Chooses to purchase produce from local suppliers wherever possible
- Uses fruit and vegetables that are in season and plentiful
- Only purchases and uses single-use food vessels that are recyclable and compostable
- Separates cardboard, plastic, and metal food storage containers
- Multiple bins available throughout the office & convention centre for thorough waste sorting
- Uses Containers for Change bins across the precinct for recyclables.
- Repurposes food packaging (e.g. Styrofoam and waxed boxes are returned to suppliers for re-use)
- Donates leftover food and additional food supplies to Oz Harvest
- Uses biodegradable cleaning agents and products
- Streamlines all orders to avoid unnecessary, multiple transport deliveries

The RNA works with food rescue charity OzHarvest to work towards minimising food waste. OzHarvest works to rescue quality, excess food from commercial businesses and deliver to charities across Australia free of charge. In 2025, the RNA donated 6,614 meals equivalent to 3,307 kgs of food.

Veolia is our waste management partner. They are responsible for managing general waste and recycling as well as organic waste. Veolia Organics recycling is the separation of all food scrap and organic material, inclusive of green waste, from general waste. This enables the extraction of biogas, and the material can then be recovered to create renewable energy and fully recycled into compost, mulch, soil, and liquid fertiliser.

The Royal ICC can monitor and measure its waste output using Veolia's Online Sustainability Platform which provides daily access to environmental reports which allow us to monitor and track our sustainability progress.

The RNA has also partnered with Containers for Change as part of the recycling initiative in place. In 2025 the RNA collected 142,460 bottles and cans to be recycled.

Energy & Water Consumption

The Royal ICC has been monitoring and recording energy and water consumption for several years. Our events business is seasonal; therefore, we measure and report on targets monthly as there can be a large variance of energy and water consumed. As a result, we will be comparing data from January 2022 with data from January 2023 and February 2022 with data from February 2023 and so forth. Due to the overall impacts that COVID-19 had on the business, for recording purposes 2022 has been used as the baseline year for internal reporting.

As of 2024, we will also have year on year comparisons for our carbon emissions through Clima. This includes our energy consumption, which falls under scope 2 of the carbon reporting structure and water which falls under scope 3.

The Royal ICC uses historic data as well as industry standards to create targets to reduce our consumption year on year. These reductions and goals are being tracked through our partnership with Clima which allows us to set targets and monitor progress. When outlining these goals, the nature of the business as an events venue is factored in as business and occupancy fluctuates on a monthly basis. The specific targets and key actions for each area are outlined below.

Energy Consumption Targets

Targets

- The RNA has committed to reducing our Scope 2 Carbon Footprint by 50% by 2030

Key Actions

- Review solar panels and ensure systems are working as efficiently as possible
- Replace all lights with LED
- Review our current energy provider regarding green energy options
- Consistent education practices with staff on energy saving techniques.
- Investigate more thorough Event consumption reporting solutions
- Installed motion-sensitive, time delay back-of-house lights

Water Consumption Targets

Targets

- Reduce month on month water consumption.
- Ensure all water usage is as efficient as possible.

Key Actions

- Explore and implement water saving measures
- Fit water efficient appliances and fixtures
- Install a flow-controlled aerator on taps
- Consistent education practices with staff on water saving techniques. Feasibility of harvesting rainwater
- Remove bottled water from meeting rooms
- Reduce carbon emissions, utilise minimal energy and reduce water consumption through sustainable dishwashing machines
- Water stations and compostable cups in meeting rooms and foyer areas
- Water bottle refill stations
- Collection of grey water for use on the grounds.

Sociocultural

First Nations People

The RNA respectfully acknowledges the Turrbal People and Jagera People, the traditional owners of the land on which the Brisbane Showgrounds is located.

As a hub for both international and local visitors, the RNA and Royal ICC recognise our responsibility to acknowledge the Aboriginal heritage of Brisbane (Meanjin) and to celebrate its First Nations culture.

The Royal ICC encourages clients to engage with authentic experiences that recognise, acknowledge, and celebrate the culture and customs of the First Australians, including through:

- Acknowledgment of Country
- Welcome to Country ceremonies

- Cultural performances
- Embedding cultural experiences, within event programs and Royal Queensland Competitions
- Engagement with genuine First Nations businesses

Reconciliation Action Plan (RAP)

The RNA has proudly lodged its Reflect Reconciliation Action Plan (RAP) with Reconciliation Australia for review. Guided by the pillars of Relationships, Respect, and Opportunities, the RAP aligns with the RNA's Environmental, Social, and Governance (ESG) strategy and provides a foundation for future initiatives, ensuring an ongoing commitment to reconciliation.

Key Actions and Initiatives

- Cultural Awareness: All permanent and temporary staff participate in cultural awareness sessions facilitated by First Nations trainers.
- Ekka and Event Engagement: Official ceremonies feature a Welcome to Country, with First Nations performers, artists, and models included in events, fashion parades, and storytelling programs. Aboriginal artwork is integrated into competitions and precinct installations to celebrate First Nations heritage.
- Opportunities and Partnerships: The RNA engages First Nations suppliers for entertainment, food, and exhibitions and partners with TAFE Queensland and Education Queensland to create pathways for First Nations peoples.
- Governance: A RAP Committee, supported by First Nations advisors, staff, and Council, oversees implementation, with regular tracking and reporting of progress internally and to Reconciliation Australia.

Ongoing Commitment

The RNA continues to explore initiatives to strengthen cultural inclusion, increase the visibility of First Nations heritage, and foster respectful, mutually beneficial relationships with Indigenous communities

Diversity and Inclusion

The RNA is committed to equal opportunity for all its employees irrespective of gender, sexual orientation, race, disability or medical condition, cultural background, religion, marital status, pregnancy, age, or political conviction. Recruitment and promotions are based on merit and outlined in detail in our Recruitment and Appointment Policy.

We have a commitment to diversity, which embodies sensitive and ethical appreciation and recognition of differences, encouraging inclusiveness, participation, and diversity.

Community Engagement

The RNA is passionate about engaging with the local community to form strong partnerships with businesses and individuals alike.

Since its formation in 1875, the RNA's mission has been to bring people together to showcase, celebrate and experience agriculture and Queensland.

For 150 years, the Brisbane Showgrounds has formed a rich part of the state's social and cultural heritage, attracting a million visitors a year to the world-class events precinct.

The Showgrounds is a hyperlocal community that continues to create long term partnerships with local Queensland based businesses in support of the local economy consistent with the RNA charter.



This has been showcased by the RNA's legacy setting \$2.9 billion Brisbane Showgrounds Regeneration Project – one of the largest mixed-use, urban regeneration projects in Australia.

The project has transformed the Brisbane Showgrounds into a world-class events and lifestyle precinct, while ensuring the state's biggest and most loved community event, the Royal Queensland Show (Ekka), remains on the site where it first began in 1876.

This project was undertaken in conjunction with our development partner, Lendlease, and created the vibrant King Street precinct which offers new green space for the community, residential and commercial towers, a hotel as well as local retailers.

Our partnership with King Street extends beyond the regeneration project into providing opportunities for the local community to engage with us through art activations and community events.

The Royal International Convention Centre ICC (Royal ICC) also has well-established relationships with TAFE, universities, and schools and through these partnerships we provide internship opportunities to students who wish to engage with the organisation.

The RNA enjoys a rich and engaging membership of more than 4,000 people. These have included politicians, sporting greats, leaders of industry, grandparents passing the tradition onto their grandchildren, competitors and those residents who love coming to the Ekka each year.

They hail from living just a few kilometres from the Brisbane Showgrounds to southeast and regional Queensland, interstate and overseas.

The Royal ICC considers itself a pillar of the local King Street and Bowen Hills community and frequently engages with residents through consultation and communication.

In March 2025, it was announced the Brisbane Showgrounds would be the home of the 2032 Olympic and Paralympic Games Athletes Village providing once-in-a-lifetime legacy benefits for not just Brisbane but rural and regional Queensland communities.

It will provide new and generational infrastructure upgrades that will ensure the Ekka remains in the heart of Brisbane for another 150 years.

Quality

The Royal ICC applies exceptional quality service standards while being committed to reducing our environmental impact. The Royal ICC's commitment to its sustainability practices does not diminish its commitment to service quality. One of our key objectives is to maintain the highest levels of quality standards in the most sustainable way possible.

The RNA's core values outlined in our Code of Conduct underpin everything that we do as an organisation. 'Customer Focus' is one of these values and we are committed to providing world class (5 Star) service in everything we do.

To ensure that we are maintaining the highest standards of service, the Royal ICC conducts a client survey following each event to obtain feedback about our performance.

Driven by our Strategic Asset Management Plan, the Royal ICC is committed to maintaining and improving our facilities so we can continue to provide high quality events for our clients.



Health and Safety

The Royal ICC is committed to the health, safety and welfare of all employees, contractors, and visitors. This is achieved by compulsory employee compliance training and contractor inductions. We encourage all our stakeholders to commit to Corporate Responsibility and our Green Globe Certification.

Health and Safety Commitments

- Establish measurable objectives and targets to ensure continued improvement aimed at eliminating work related injury and illness
- Comply with relevant OHS legislation, codes of practice, standards, and guidelines applicable to RNA
- Exceed industry best practice OHS standards
- Document, implement and communicate the OHS policy to all employees and contractors
- Provide adequate resources to ensure the OHS policy is maintained
- Seek, value, and incorporate employee opinions in relation to decision making processes impacting on workplace health and safety
- Provide appropriate training to all employees
- Make the OHS Policy readily accessible to all employees and interested parties; and
- Periodically review our entire OHS program, including the OHS Policy, to ensure it remains relevant

Health and Safety Objectives

- Zero work related injuries and illnesses
- Effective and meaningful employee consultation regarding issues that affect their health, safety, and welfare
- Implement and maintain an OHS risk management program to identify, assess and control all risks to the health, safety and welfare of all people affected by the undertakings of our business
- Provide all employees and contractors with adequate OHS systems, information, training, instruction, and supervision to ensure work is conducted in the safest possible manner
- Comply with legislative requirements and Australian Standards.

Employee Wellbeing

A Holistic Wellbeing Program for employees is in place at the RNA. Supported by a well-being plan, the program is designed to achieve organisational wellbeing goals including:

- Smart work design
- Building personal resilience
- Encouraging a healthy work-life balance
- Increasing awareness and support for mental health
- Championing general health and wellbeing principles

The Employee Assistance Program (EAP) provides access to individual psychological counselling for any employee who may be experiencing difficulties of either personal or work-related nature.

Related Policies & Procedures

- RNA Code of Conduct
- Purchasing Policy
- Gift Policy
- Food Safety Policy
- Sexual Harassment Prevention Policy
- Asbestos Management Procedure
- Bullying, Harassment and Discrimination Prevention Policy
- WHS Risk Management Procedure
- Managing Safety and Security in Public Domain Procedure
- Hazardous Chemicals and Dangerous Goods Procedure
- First Aid in the Workplace Procedure
- Emergency Management Plan
- Crisis Management Plan
- Hours of Work Policy
- RNA Act 1971
- Occupational Health and Safety Policy
- Workplace Management of COVID-19 Policy
- Recruitment and Appointment Policy
- Resource Conservation Policy
- Pollution Management Plan
- Environmental Policy



Green Globe Committee – Green Team

The RNA & the Royal ICC recognises that the Sustainability Management Plan needs to be driven from all areas of the organisation and have established a “Green Globe Committee”. This includes all departmental managers to ensure each department conducts its sustainability tasks with the ongoing support of the Senior Management Team and the CE. More specifically, the committee consists of:

- General Manager Operations
- Senior Business Development Manager
- Event Planning
- Workplace Health & Safety
- PR & Communications
- Venue Services
- Purchasing & Loading Dock
- Food & Beverage Operations
- Kitchen
- Stewarding
- Finance
- Sponsorship & Marketing
- Ekka Competitions Manager
- Facilities Manager
- Plus support from Senior Management Team (including CE)

