

Environmental Action Plan 2020–23



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The Sydney Opera House was built upon Tubowgule,
Gadigal country.

We acknowledge the Gadigal, the traditional custodians of this place, also known as Bennelong Point. First Nations readers are advised that this document may contain the names and images of Aboriginal and Torres Strait Islander people who are now deceased.

The Sydney Opera House supports the 2007 United Nations Declaration on the Rights of Indigenous Peoples.

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Welcome

Welcome to the Sydney Opera House's fourth Environmental Action Plan (2020–23).

Sustainability is at the heart of everything we do at the Opera House.

Inspired by nature, architect Jørn Utzon conceived a building ahead of its time, inherently sustainable by design. Almost five decades on, the Opera House has set a new standard in sustainable heritage buildings and we remain committed to inspiring greater environmental awareness across the community.

Our fourth Environmental Action Plan sets out a number of ambitious goals ahead of our 50th anniversary in 2023:

- Achieve a 6 Star Green Star Performance Rating from the Green Building Council of Australia (GBCA);
- Eliminate single-use plastic packaging from all our venues and restaurants;
- Implement a path to being climate-positive, including preparing for and adapting to a changing climate; and
- Achieve Sustainable Event Management Certification, in line with international standard ISO 20121 for our events, performances and festivals.

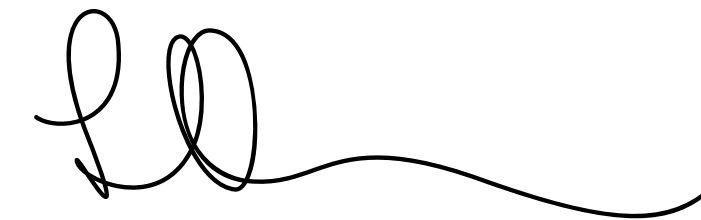
We are also taking the opportunity, with the launch of our latest community action plans,

to announce the Opera House's commitment to the United Nations Sustainable Development Goals. The Goals provide a roadmap for a more sustainable and prosperous future for all. By aligning our environmental, reconciliation and accessibility plans with the relevant Global Goals, we hope to inspire positive change.

As with previous plans, our vision will be achieved only through collaboration with staff, partners and the broader community. I would like to thank our corporate and government partners, who have been integral to the Opera House's sustainability achievements, including:

- Becoming the first heritage building in Australia to achieve a 5 Star Green Star Performance Rating from the GBCA for 'Australian Excellence';
- Achieving carbon-neutral certification, five years ahead of our goal;
- Signing an industry-leading power purchase agreement to match 85% of our energy needs with NSW renewables;
- Reducing energy consumption by 16%; and
- Preventing 2.2 million straws, 90,000 bags and 30,000 cups from entering landfill by reducing single-use plastic across the precinct.

These are significant achievements, but there is so much more to do. I hope our plan can play a role in inspiring change and accountability.



Louise Herron AM
Chief Executive Officer

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The NSW Minister of the Arts the Hon Don Harwin MLC (centre) announces the Opera House's carbon neutrality in 2018 with Jess Padman from EnergyAustralia, Opera House CEO Louise Herron, and staff sustainability champions (SEALs). Photo by Tim Da Rin.

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Who We Are

As a symbol of modern Australia, the nation's premier tourist destination and one of the world's busiest performing arts centres, the Opera House plays an integral role in Australia's identity. A celebrated community meeting place, the Opera House is operated and maintained on behalf of the NSW Government and the people of NSW by the Sydney Opera House Trust. The State, National and World Heritage-listed site is inscribed on the UNESCO World Heritage List as a 'masterpiece of human creative genius'. In 2018 it was estimated by global professional service provider Deloitte to have a social asset value of \$6.2 billion and make a \$1.2 billion contribution to the Australian economy annually.

Our vision is to be as bold and inspiring as the Opera House itself. Our mission is two-fold:

- To treasure and renew the Opera House for future generations of artists, audiences and visitors.
- To inspire, and strengthen the community, through everything we do.

The Opera House welcomes almost 11 million people to the site each year, with almost 1.5 million people seeing a show and more than 560,000 visitors taking a guided tour. The Opera House hosts more than 1,800 performances a year, including the work of eight flagship resident companies – Australian Chamber Orchestra, Bangarra Dance Theatre, Bell Shakespeare, Opera Australia, Sydney Symphony Orchestra, Sydney Theatre

Company, Sydney Philharmonia Choirs and The Australian Ballet. The Opera House's own programming arm, Sydney Opera House Presents, complements the works of its resident companies through the presentation of First Nations performing arts, contemporary music and performance, talks and ideas, classical music, and children, families and creative learning and artist and sector development. Additionally, a broad range of shows and community events are presented by third parties at the Opera House.

The Opera House's reach is not limited to its geographic location – it is also an online portal for performances, creative learning, ideas and discussions reaching audiences and communities nationally and internationally through an innovative program of digital experiences. More than 1 million hours of video content released by the Opera House was consumed globally in 2018-19.

More than 900 people are employed at the Opera House, across two locations – at the Sydney Opera House on Bennelong Point and an office located in Pitt Street Sydney, including 23 First Nations Australians.

Our Values

Safety

Our greatest responsibility.

Creative

Be bold and innovative.

Excellence

Strive for the best.

Collaboration

One team.

Accountability

Focus and own it.

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A child playing in front of the two majestic Red Gums on Bennelong Lawn overlooking Sydney Opera House. Photo by Jacquie Manning.

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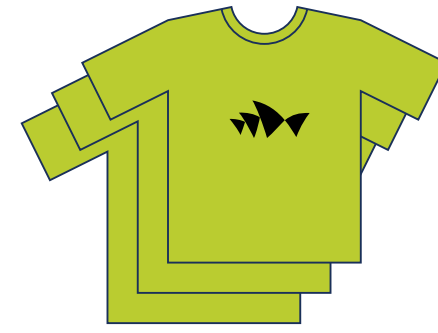
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Key Achievements 2017–19



Around

2800

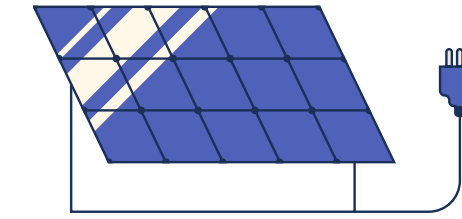
people experienced a tour with a sustainable theme in 2019



Recycled

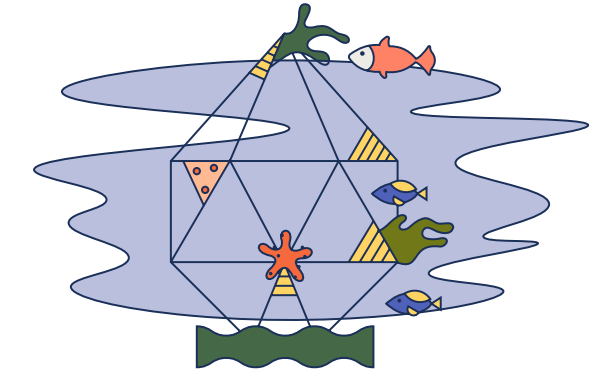
80%

of construction materials in Renewal projects



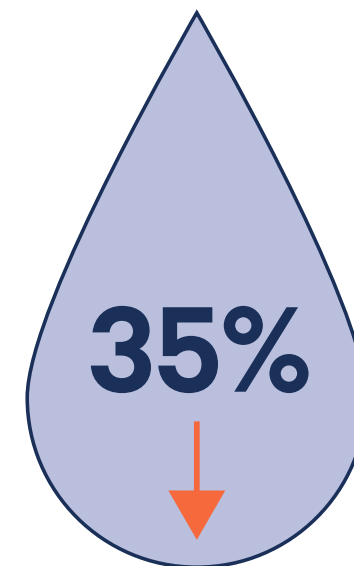
85%

of electricity matched with renewable energy projects in NSW



28

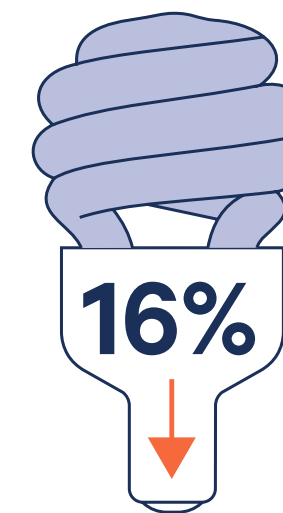
artificial reef units installed in 2019



Reduced potable water use by 35% since 2018

30

staff sustainability champions participated in environmental initiatives



Reduced energy use by 16% compared to baseline year



Implemented an innovative recycling program



Over **2.2 million** straws and **30,000** plastic cups saved from landfill



Achieved a '5 Star' Green Star performance rating



17,500

tonnes of carbon emissions saved annually from 2018

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Sydney Opera House Goals 2020–23



Reduce electricity
consumption by
20%
compared to our
baseline year*



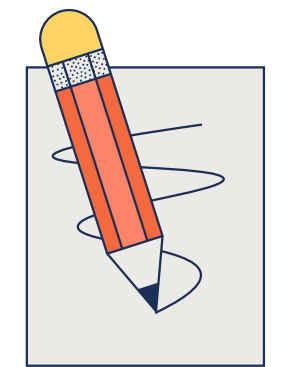
Achieve a
'6 Star' Green Star
performance rating



Continue to maintain
a minimum of

80%

recycle rate for all Renewal
construction projects



Halve office paper
consumption



Achieve Sustainable
Event Management
certification in line
with international
standard ISO 20121



Recycle

85%

of operational waste
by 2023



Implement a
pathway to being
climate positive
by 2023



Eliminate single-use
plastic packaging
from our venues and
restaurants

*Baseline energy use includes off-site tenancies and is a 5 year average from FY04 to FY08 to align with Green Star performance requirements.

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The Global Goals

In 2015, the United Nations defined 17 goals, known as the Global Goals, to address the world's most pressing challenges by 2030, including inequality, climate, education and justice. The Global Goals provide a roadmap to achieve a more sustainable and prosperous future for all. They have been widely adopted by leading global and Australian companies and government organisations.

Since opening, the Opera House has championed environmental sustainability, creativity, diversity, cultural rights and respect for heritage. Now, almost 50 years on, we remain committed to these ideals and values. They are perfectly encapsulated in the Global Goals. These goals can only be achieved through global action.

Through this alignment with the Global Goals, the Opera House's Environmental Action Plan supports global efforts to safeguard our natural environment.

You can find out more about what we have done and plan to do, together with our partners, in our most recent Accessibility and Reconciliation Action Plans.



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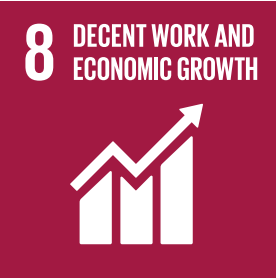

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Aligning to The Global Goals

The Environmental Action Plan commits to initiatives that hold the Opera House to the highest standard in conserving natural resources, minimising waste, protecting the natural environment and inspiring change in the community.

Global Goal	Targets	SOH Commitment	How the EAP will contribute:
	4.7	The Opera House will promote quality education and learning opportunities	<ul style="list-style-type: none"> Engage our visitors and audiences by embedding sustainability themes and messages in our productions, tours and performances Enable our people to contribute to workplace sustainability through education, awareness and strong leadership Foster a strong culture of leadership via a dedicated green champions program
	8.3, 8.7, 8.9	The Opera House will champion diversity, and human rights in its work-force and business operations	<ul style="list-style-type: none"> Develop integrated procurement framework to reflect principles of a circular economy, investment in local and sustainable products and services Promote positive social (including First Nations, Modern Slavery, disability enterprises, SMEs) environmental and economic impacts
	11.2, 11.6	The Opera House will safeguard and revitalise cultural practices, heritage and sustainability	<ul style="list-style-type: none"> Achieve a 6 Star Green Star Performance Rating (GBCA) Achieve ISO 20121 sustainable event management certification by 2023 Support and encourage sustainable transport options through an Active Travel Plan

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Global Goal	Targets	SOH Commitment	How the EAP will contribute:
	12.2, 12.6	The Opera House will reduce its environmental impact and act as a leader in sustainability	<ul style="list-style-type: none"> • Continue to increase resource efficiency via productivity measures to track performance • Embed an Environmental Risk Management Framework in alignment with ISO14001 • Develop an integrated framework tool for procurement that promotes positive social environmental and economic value
	13.1, 13.3	The Opera House will implement a pathway to become Climate Positive by 2023	<ul style="list-style-type: none"> • Implement a pathway to become climate positive by 2023 • Increase preparedness and resilience to climate change impacts • Reduce energy consumption by 20% by 2023 • Through our annual electricity spend, invest in renewable energy generation in NSW
	14.1, 14.2	The Opera House will promote the sustainable management of natural resources	<ul style="list-style-type: none"> • Eliminate single-use plastic packaging from our venues and restaurants • Deliver outcomes of NSW Environmental Trust grant to enhance biodiversity around Bennelong Point

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Global Goal	Targets	SOH Commitment	How the EAP will contribute:
	15.2, 15.5	The Opera House will promote the sustainable management of natural resources	<ul style="list-style-type: none"> ● Halve paper consumption by 2023, ensure 100% of office paper is FSC certified and increase the purchase of recycled content office consumables and equipment ● Seek partnerships which enable SOH to connect with, and positively contribute our local environment
	17.6	The Opera House will deepen and enrich its relationships with partners	<ul style="list-style-type: none"> ● Adopt the Global Goals across all relevant SOH Strategies and Plans ● Ensure partnerships strategically support the Global Goals ● Develop a strong network for peer collaboration and support to enhance sustainability outcomes within performing arts and cultural institutions

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Case Study 1

Greening the House

In 2019 the Opera House achieved a 5 star Green Star performance rating from the Green Building Council of Australia, becoming the first heritage building in Australia to reach 5 stars, and one of only a handful of World Heritage-listed buildings globally to secure an equivalent rating.

The certification reflects ‘Australian Excellence’ in building management and was achieved through a wide range of environmental and social sustainability initiatives including:

Carbon-neutral Certification

In 2018 the Opera House was certified carbon neutral. This was achieved by implementing building efficiency projects to reduce emissions and offsetting 17,500 tonnes of CO₂ via renewable energy and biodiversity offset projects with the support of major partner EnergyAustralia.

Energy efficiency projects

Building efficiency was enhanced by installing a new Building Management Control System to improve climate control and to monitor energy and water use. Ageing chiller units connected to the Opera House’s original seawater cooling system were also upgraded, resulting in a 9% reduction in energy use.



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Case Study 2

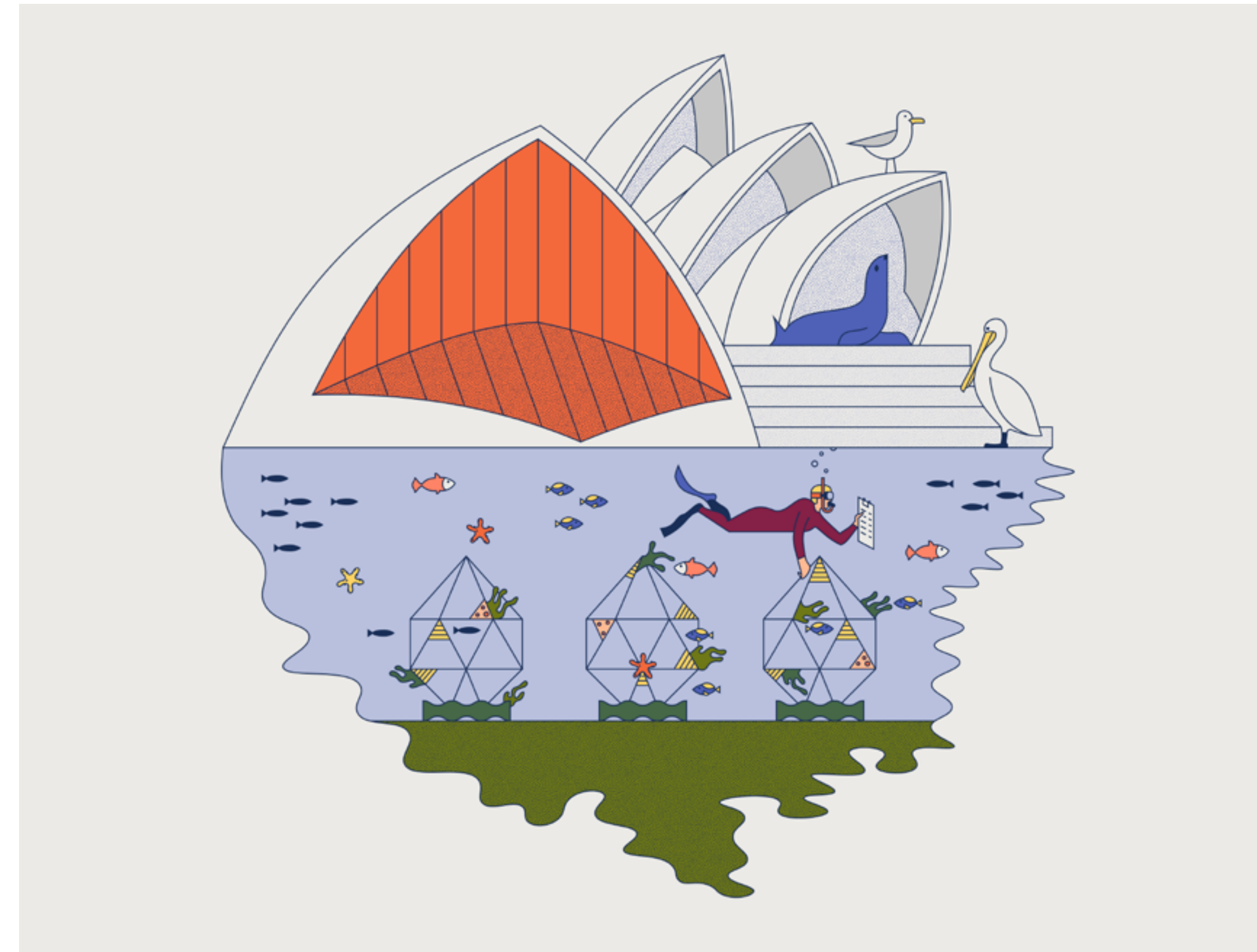
Artificial Reef

An artificial reef was installed alongside the Opera House's sea wall in 2019 as part of a pioneering research project. Led by University of Technology Sydney Professor of Marine Ecology David Booth and funded through a NSW Environmental Trust grant, the project is investigating new methods to increase marine biodiversity in Sydney Harbour.

More than 60% of Sydney's harbour shoreline has been replaced by sea walls to protect infrastructure from storms and erosion, depriving smaller fish of their natural habitats. The project aims to redress this imbalance by providing a new home for small native fish species.

The artificial reef is made up of eight pods containing three hexagonal-shaped units of varying complexity. Created by Reef Design Lab, the pods are constructed from marine-grade steel and concrete, designed to encrust with seaweed and sea life.

Initial surveys just three weeks after installation revealed the reef had attracted striped leatherjackets, bream, cornetfish and the 'Gloomy' octopus. If successful, the project's findings could have applications for Sydney Harbour and other urban harbours internationally.



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Case Study 3

Reducing Single-Use Plastic

Each year, the Opera House presents 1,800 performances and its food and beverage operators process 2.5 million orders. As one of the world's busiest performing arts centres and tourism destinations, the Opera House is constantly looking for ways to reduce its environmental footprint.

The Opera House is working to eliminate single-use plastic from its site. In 2017, plastic bags were replaced with paper bags in its retail shop, saving 90,000 bags annually.

In 2018, the Opera House's bars and restaurants joined the 'Sydney Doesn't Suck' movement to eliminate 2.2 million straws annually. To ensure the 15,000 remaining plastic straws didn't become waste, the Opera House engaged artist Francesca Pasquali to create a visually arresting artwork live at its Antidote festival, in collaboration with sponsor Adobe.

In 2019, the Opera House trialled reusable drinkware during Forecourt concerts and its flagship contemporary music festival VIVID LIVE. The trials avoided more than 30,000 single-use plastic cups. The initiative will be rolled out permanently across all 'drink in venue' events from 2020.



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Case Study 4

Recycling and Renewal

The Opera House is committed to recycling a minimum of 80% of construction waste during its ten-year Renewal building program by embedding the best practice waste target into all construction scoping and supplier contracts.

During the renewal of the Joan Sutherland Theatre in 2018, 90% of all materials were salvaged for recycling including 380 tonnes of old winches from the scenery and lighting grid and 200 tonnes of copper. The Opera House staging team reclaimed some of the waste timber and repurposed the material to create desks, tables, saw horses and shelves for internal work spaces.

As the Opera House prepares to renew its Concert Hall, the largest and most ambitious project to be delivered in its Decade of Renewal, we will continue to work with suppliers, building contractors and staff to identify opportunities to repurpose and recycle building materials.



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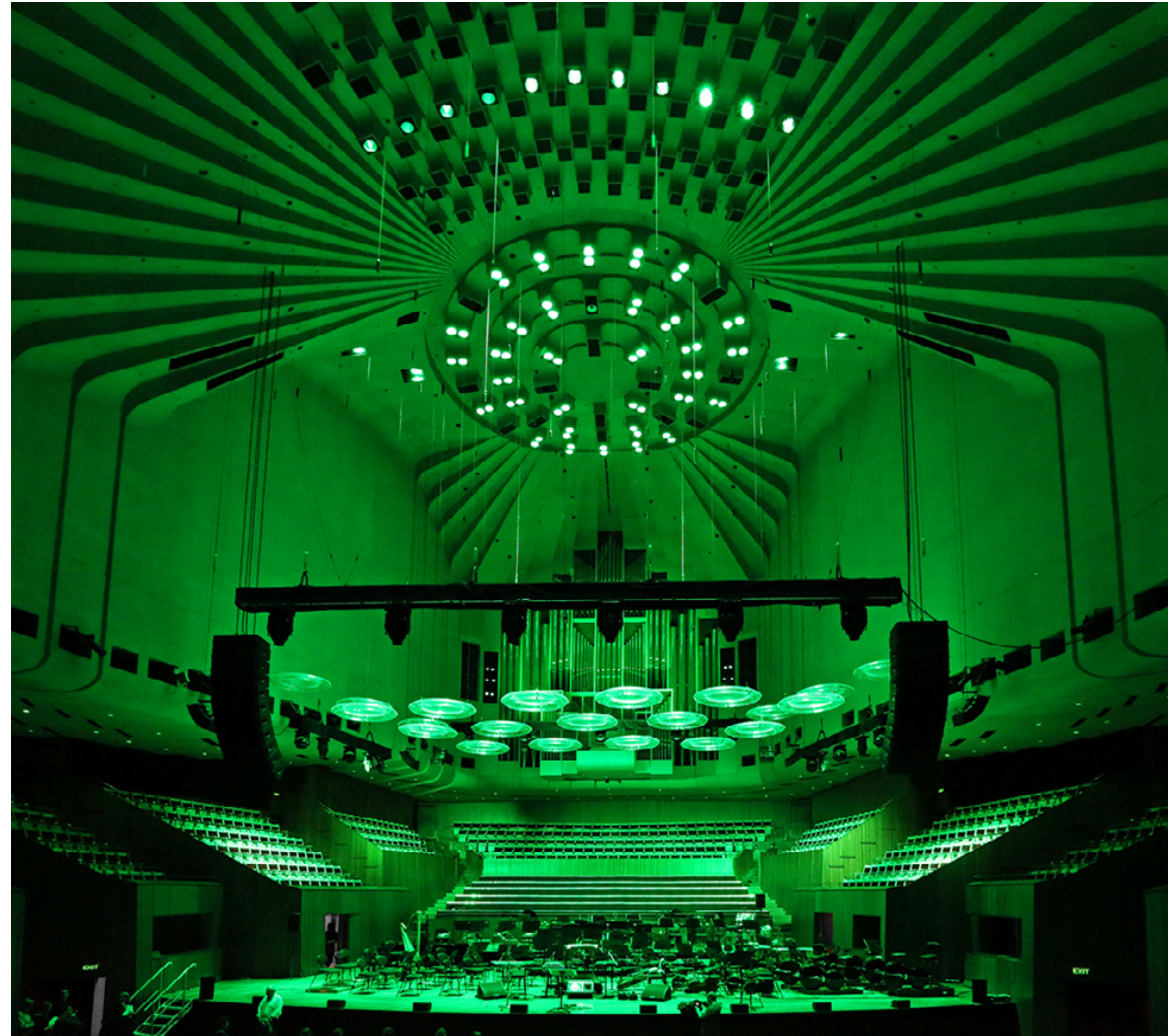
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Energy

We will continue to target reduction savings through further energy efficiency as we work towards our 20% energy reduction target by 2023.



The Concert Hall lit green to celebrate the Opera House's Green Star announcement. Photo by Prudence Upton.

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Objective

SOH KPI

Action

Responsibility & Timeline

1.1 Maximise operational savings through energy efficiency

Achieve additional 6% energy reduction from baseline, thus achieving a total 20% saving since baseline

*baseline energy use is 5 year average 2003/04 (Green Star performance) to Year 2007/08 including offsite tenancies.

1.1.1 Undertake detailed Level 2 site wide energy audit (Year 1)

1.1.2 Develop business case for on-site battery storage (Year 1)

1.1.3 Implement SOH Metering (electrical) Strategy (Year 2–3)

1.1.4 Develop Energy Management Strategy based on audit outcomes (Year 2)

1.1.5 Implement Occupancy User Guide for office spaces (Year 3)

1.1.6 Investigate feasibility for on-site energy generation (Year 4)

1.1.7 Eliminate ozone depleting refrigeration upon replacement (Year 4)

Executive Director, Building, Safety and Security

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Objective	SOH KPI	Action	Responsibility & Timeline
1.2 Embed energy efficiency into systems and processes	100% of new contractor and commercial contracts to include energy efficiency performance measures	1.2.1 Identify appropriate energy efficiency performance measures to include in contractor Service Delivery Plans (SDP) 1.2.2 Embed energy efficiency specifications into Tenant Fit Out Guide and leasing contracts 1.2.3 Embed efficiency specifications into Building Services Specification (BSS)	Executive Director, Building, Safety and Security Yr 1–4
1.3 Raise awareness of energy efficient practices to increase staff engagement	Two performance reports presented to the Executive Team per year Energy engagement dashboard implemented	1.3.1 Implement a dashboard to monitor performance and engage building users to consciously participate in improving building energy performance (Year 2) 1.3.2 Foster energy management culture through performance reporting (Year 2–4)	CEO Yr 1–4

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Water

We are committed ensuring that the Opera House uses water resources efficiently while delivering high quality services to our more than 10 million visitors each year.



Photo by Andrew Kagis.

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Objective	SOH KPI	Action	Responsibility & Timeline
<p>2.1 Better understand site wide water use to enhance water management capability</p>	<p>>90% site wide water use sub-metered and monitored by BMCS by 2023</p>	<p>2.1.1 Develop a site wide water balance to improve understanding of water use (Year 1)</p> <p>2.1.2 Implement SOH (water) Metering Strategy to increase monitoring capability (Year 1)</p> <p>2.1.3 Meter event water use and to set performance benchmark (Year 1)</p> <p>2.1.4 Meter operational water use (cleaning) on site to set performance benchmark (Year 1)</p> <p>2.1.5 Meter commercial operators water use and to set performance benchmarks (Year 2)</p> <p>2.1.6 Install people counters to monitor and accurately measure amenity use to enhance benchmarking capability (Year 2–3)</p>	<p>Executive Director, Building, Safety and Security</p> <p>Director, Visitor Experience</p> <p>Yr 1–4</p>
<p>2.2 Continually monitor and report on performance to identify areas to improve efficiency</p>	<p>Site water use improves by 10% based on 5 Green Star performance baseline</p> <p>A performance benchmark for commercial and operational areas developed and adopted</p>	<p>2.2.2 Measure water performance against benchmark quarterly (Year 1–4)</p> <p>2.2.3 Measure, report and promote site-wide water savings activities (Year 1–4)</p> <p>2.2.4 Develop appropriate benchmark and performance indicator to monitor water use by area (Year 2)</p> <p>2.2.5 Measure and report water use performance to commercial tenants via BMCS dashboard (Year 3)</p>	<p>Executive Director, Building, Safety and Security</p> <p>Director, Visitor Experience</p> <p>Yr 1–4</p>

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Objective	SOH KPI	Action	Responsibility & Timeline
2.3 Embed water efficiency across all operations to continually improve performance	100% of relevant SDPs include water efficiency requirements and performance targets by 2023	<p>2.3.1 Building Services Specification to include high efficiency fitting & fixtures specifications (Year 1)</p> <p>2.3.2 Investigate opportunities to harvest water for reuse on site (Year 2)</p> <p>2.3.3 Embed performance indicators and responsibility into all relevant contractor Service Delivery Plans upon renewal (Year 3)</p>	<p>Executive Director, Building, Safety and Security</p> <p>Yr 2–4</p>

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Materials & Procurement

We aim to ensure that the goods and services we buy have the lowest environmental impact and the most positive economic and social impacts feasible.



Maintenance staff cleaning the bronze handrails with olive oil, an environmentally friendly technique developed in house. Photo by Yasmin Mund.

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Objective

SOH KPI

Action

Responsibility & Timeline

3.1 Work within existing procurement frameworks to achieve better financial, environmental and social outcomes

An Integrated Procurement Framework is by the Procurement Review Panel by FY21

Requirements of NSW Government Procurement Policy Framework- Section 1: Objectives – Economic, Social and Sustainable procurement Outcomes - are met

3.1.1 Develop an integrated framework tool for procurement that promotes positive social (including First Nations, Modern Slavery disability enterprises, SMEs), environmental and economic impacts (Year 1)

3.1.2 Integrate Modern Slavery principles for SOH consistent with requirement for NSW Government Agencies (Year 1)

3.1.3 Incorporate principle of a circular economy into the integrated framework to capture whole of life assessment (Year 1)

3.1.4 Align with guidelines prescribed in the of NSW Government Circular Economy Policy

3.1.4 Develop training and guidance materials to support implementation of the framework (Year 2–3)

Executive Director of Corporate Services and Chief Financial Officer.

Yr 1–2

Principles implemented in key consumable materials contracts > \$150K

3.1.5 Implement the integrated procurement principles in contracts over 150K with significant environmental or social opportunities/impact (Year 1)

3.1.6 Develop a reporting tool to monitor and evaluate impact on social and environmental outcomes (Year 1–2)

Executive Director of Corporate Services and Chief Financial Officer.

Yr 2–4

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Objective

SOH KPI

Action

Responsibility & Timeline

An Integrated Procurement Framework for Building and Construction is developed and endorsed by the PRP by FY21

At least one sustainable procurement principle targeted in each BSS contract over 250K

3.1.7 Develop a set of principles that align with integrated procurement tool for procurement that promotes positive social (including First Nations, Modern Slavery, disability enterprises, SMEs) environmental and economic impacts – specific to Building and Construction (Year 1–2)

3.1.8 Integrate Modern Slavery principles for SOH building and construction, consistent with requirements for NSW Government Agencies (Year 1)

3.1.9 Develop a reporting tool to monitor and evaluate impact on social and environmental outcomes (Year 1–2)

3.1.10 Incorporate principles of a circular economy into framework and procurement procedures to assessment whole of life (Year 1)

3.1.11 Communicate requirements via information, training and guidance throughout the Building, Safety and Security portfolio (Year 2–4)

3.1.12 Embed principles into relevant building contracts with significant environmental or social opportunities/impacts. (Year 2–4)

3.1.13 Develop a best practice procurement case study as an education tool (Year 3–4)

Executive Director, Building, Safety and Security

Yr 1–4

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Objective	SOH KPI	Action	Responsibility & Timeline
<p>3.2 Implement strategies to reduce paper use and increase the purchase of recycled content office consumables and equipment</p>	<p>Office paper use is reduced by 50% (Two reams per/FTE)</p>	<p>3.2.1 Investigate opportunity to change processes from printing hard copy introducing further digital approval processes/digital signature</p> <p>3.2.2 Review hard – copy archive management to reduce costs and resources from paper storage (Year 2)</p> <p>3.2.3 Investigate and implement mobility software for worksite audits/ inspections Building Condition and Assessment Tool and contractor job sheets (Year 4)</p> <p>3.2.4 Investigate and implement mobility opportunities for WHSE auditing and WHSE event safety operations (Year 4)</p>	<p>Executive Director of Corporate Services and Chief Financial Officer.</p> <p>Executive Director, Building, Safety and Security</p>
	<p>100% office paper procured contains post-consumer recycled content</p> <p>Over 60% of office consumables align with principles of a circular economy</p>	<p>3.2.5 Office printing contract includes requirements to achieve KPI</p> <p>3.2.6 Half yearly reporting on performance against KPI for office printing</p> <p>3.2.7 Half yearly reporting on office stationary supplies</p>	<p>Executive of Corporate Services and Chief Financial Officer</p> <p>Yr 1–4</p>
	<p>100% of printing and publication paper FSC certified</p> <p>A minimum of 60% of paper stock contains post-consumer recycled content</p>	<p>3.2.8 Creative printing contract includes requirement to achieve KPI (Year 1)</p> <p>3.2.9 Half yearly report on performance against KPI for externally printed publications (Year 1–4)</p>	<p>Chief Marketing Officer</p> <p>Yr 1–4</p>

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Objective	SOH KPI	Action	Responsibility & Timeline
	<p>100% of non-heritage-office equipment and furniture independently certified</p> <p>100% office chairs made from recycled content and recycled at end of life</p>	<p>3.2.10 Office furniture and equipment to be certified in alignment with Green Star rating requirements for furnishing and office fit out (Interiors tool)</p> <p>3.2.11 Consider office furniture leasing options where appropriate to reduce end of life waste disposal and associated costs</p>	<p>Executive Director, Building, Safety and Security</p> <p>Yr 1–4</p>
3.3 Embed sustainability criteria into commercial F&B contract requirements	<p>Single-use plastic packaging free venue achieved by 2023</p> <p>Achieve platinum level partner of the City of Sydney’s Plastic Pledge by 2023</p>	<p>3.2.12 Implement single use packaging reduction strategy (Year 1)</p> <p>3.2.13 Embed packaging requirements into tender documentation and all commercial contracts (Year 1–4)</p> <p>3.2.14 Embed packaging requirements into tender documentation for forecourt events (Year 1–4)</p>	<p>Director Visitor Experience</p> <p>Yr 1–4</p>

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Waste

The Opera House is committed to embedding the principles of a circular economy to rethink waste, reduce the volume of waste generated and achieve our 85% recycling rate target.



Sydney Opera House's 'Waste Warriors' Alex De Graff and Gordana Ilieska helping to achieve our recycling targets. Photo by Yasmin Mund.

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Objective	SOH KPI	Action	Responsibility & Timeline
4.1. Maintain best practice operational waste management	Achieve operational waste recycling target by weight: Yr 1: 65%, Yr 2: 75%. Yr 3: 85%	4.1.1 Support implementation of new waste management program (Year 1)	Executive Director, Building, Safety and Security Yr 1–4
		4.1.2 Provide training, resources and guidance to maximise recycling rate (Year 1)	
		4.1.3 Establish new productivity benchmark for waste performance (Year 1)	
		4.1.4 Undertake a feasibility study for on-site organic waste processing (Year 1)	
		4.1.5 Report waste performance against KPI monthly (Year 1–4)	
		4.1.6 Work with cleaning contractor to implement at least 2 engagement initiatives per year (Year 1–4)	
	Maintain Gold Standard Better Buildings Partnership Operational Waste Guidelines	4.1.7 Review event waste management guidelines (Outdoor Events) at least annually (Year 1–4)	Executive Director, Building, Safety and Security Yr 1–4
		4.1.8 Ensure contractor reports on waste performance in accordance with BBP Gold Standard. Part E: Waste data integrity rating protocol	
		4.1.9 Capture all waste streams by actual weight and volume	
	Two independent waste audits completed by 2023	4.1.10 Undertake independent waste audit, including compliance audit biannually (Yr 1 & Yr 3)	Executive Director, Building, Safety and Security Yr 1–4
		4.1.11 Implement opportunities based on report recommendations (Yr 2 & Yr4)	

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Objective	SOH KPI	Action	Responsibility & Timeline
4.2 Maintain best practice waste management for Renewal, capital works and maintenance projects	A minimum of 80% recycling rate is achieved for Renewal construction projects	<p>4.2.1 Renewal scope and contracts for construction to include performance benchmark</p> <p>4.2.2 Report bimonthly on waste performance against KPI for each Renewal project</p> <p>4.2.3 Develop at least one case study with Renewal waste focus per year</p>	<p>Executive Director, Building, Safety and Security</p> <p>Yr 1–4</p>
	A minimum of a 60% recycling rate for other refurbishments and minor works projects is achieved	<p>4.2.4 Include KPI in end-of-life interior fitout as part of design brief contracts</p> <p>4.2.5 Accommodation Strategy includes Waste Management Plan and prioritises salvage and reuse</p> <p>4.2.6 Contract clauses relating to waste from refurbishment reviewed and implemented</p> <p>4.2.7 Collect waste data from all general project construction projects</p>	<p>Executive Director, Building, Safety and Security</p> <p>Yr 1–4</p>
	<p>A minimum of one site clean-up is completed per year</p> <p>100% of reusable office furniture rehomed</p>	<p>4.2.8 Regular large and bulky items site clean-up implemented at least once per year</p> <p>4.2.9 Develop waste management and disposal plan for all ad-hoc clean ups</p> <p>4.2.10 Donate reusable items to community and not-for-profit organisations</p>	<p>All Directors</p> <p>Yr 1–4</p>

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Objective	SOH KPI	Action	Responsibility & Timeline
<p>4.3 Maintain compliance with regulations for chemical and hazardous substances disposal</p>	<p>All chemicals including hazardous substances disposed of via EPA licenced contractor</p> <p>100% of Cleaning Supervisors trained in the principles of sustainable work practices</p>	<p>3.1.14 Maintain compliance with SOH Cleaning Guidelines (Year 1–4)</p> <p>3.1.15 All chemicals handled and stored on site registered via ChemAlert reviewed annually (Year 2)</p> <p>3.1.16 Compliance with Hazardous Substances (Asbestos) Management Plan (Year 1–4)</p> <p>3.1.17 Cleaning staff trained in sustainable work practices, chemical handling and principles of green cleaning (Year 2)</p> <p>3.1.18 Non-toxic cleaning solutions implemented in all commercial kitchens (Year 4)</p>	<p>Executive Director, Building, Safety and Security</p> <p>Yr 1–4</p>

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Climate Change

The Opera House has an important responsibility to move beyond carbon neutral towards a climate positive position. The Opera House must be prepared for and adapt to the impacts of a changing climate and share its experience as an example.



View of Sydney Opera House from the Tarpeian Stairs.
Photo by Hamilton Lund.

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Objective	SOH KPI	Action	Responsibility & Timeline
5.1 Maintain Carbon-neutral organisation status	Carbon-neutral certification maintained year on year from 2018	<p>5.1.1 Measure, verify and report publicly on our carbon neutral status annually in accordance with the National Carbon Offset Standard (NCOS)</p> <p>5.1.2 Public Disclosure Document publically available</p>	Executive Director, Building, Safety and Security Yr 1–4
5.2 Implement a Plan to achieve Climate Positive 2023	<p>A pathway to become climate positive is developed by 2021</p> <p>Climate positive status is achieved by 2023</p>	<p>5.2.1 Develop a strategy to achieve a climate positive position by 2023 in alignment with 6 Star Green Star objective (Year 1–2)</p> <p>5.2.2 Support on-going investment in renewable energy in NSW (Year 1–4)</p> <p>5.2.3 Play an advocacy role to support NSW Government Net Zero Strategy 2050 (Year 1–4)</p> <p>5.2.4 Seek partners to support the Opera House to achieve a climate positive position by 2023 (Year 2–4)</p>	Executive Director, Building, Safety and Security Director Engagement & Development Yr 1–4
5.3 Increase preparedness and resilience to climate change impacts	A Climate Change Adaptation Plan is developed by 2021	<p>5.2.1 Undertake a risk-assessment to understand the impacts of a changing climate on building infrastructure, assets and business operations (Year 1)</p> <p>5.2.2 Embed climate change related risk into SOH existing risk matrix framework (Year 2)</p> <p>5.2.3 Building internal capacity and knowledge through training and awareness (Year 2–3)</p> <p>5.2.4 Embed risk management resilience into building operations, asset management and Renewal (Year 1–4)</p> <p>5.2.5 Embed risk management and identify and seek funding or partnership opportunities for additional studies required (Year 1–4)</p>	Executive Director, Building, Safety and Security Yr 1–4

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Objective	SOH KPI	Action	Responsibility & Timeline
<p>5.4 Share experience with heritage sites and lead by example in trialling and implementing adaptation and mitigation initiatives</p>	<p>Participate at least one thought leadership opportunity to share learnings and showcase SOH best practice per year</p>	<p>5.4.1 Identify initiatives and management tools that can be shared with other heritage sites as examples of preparing for and embedding climate change imperatives in site management</p> <p>5.4.2 Provide collaborative opportunities for shared discussions about climate change action amongst Australian World heritage sites</p> <p>5.4.3 Incorporate climate change action reporting in World Heritage Periodic Reports</p> <p>5.4.4 Review the CMP to identify adjustments in relation to climate change adaptation, and prepare a policy addendum if required (Year 4)</p>	<p>Executive Director, Building, Safety and Security</p> <p>Director Engagement & Development</p> <p>Yr 1–4</p>

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Transport

By promoting active transport we seek to support and encourage our guests, visitors and our people to improve their health and well-being, reduce our footprint and improve environmental outcomes.



SOH employee James Jordan chooses to cycle to and from work. Photo by Jayne Blackwell.

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Objective	SOH KPI	Action	Responsibility & Timeline
6.1 Support and encourage sustainable transport options through active travel	One best-practice sustainable transport initiative activated for staff and/or visitors per year	<p>6.1.1 Promote Active Transport Plan through the green champions (SEALs) program</p> <p>6.1.2 Active Transport Plan initiatives that are supported via Health and Wellbeing initiatives</p> <p>6.1.3 Seek partnership opportunities to work on initiatives that support the Action Transport Plan</p> <p>6.1.4 Investigate options for EV transport, fleet vehicles and EV charging station</p>	<p>Executive Director, Building, Safety and Security</p> <p>Director Engagement & Development</p> <p>Yr 1–4</p>
	<p>One transport survey completed every two years</p> <p>More than 80% of employees choose sustainable transport options</p>	<p>6.1.5 Choice of transport measured through an independent staff transport survey (Yr 1 & Yr 3) to meet requirements of carbon footprint assessment and understand staff behaviours</p>	<p>Director, People & Government</p> <p>Yr 1–4</p>

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Embed in our Business

Through effective governance we will embed the principles of sustainability into everything we do. We will foster creativity, innovation and leadership to strengthen our organisation.



An Opera House Sustainability Champion partaking in Clean Up Australia Day activities in March 2019. Photo by Anna Kucera.

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Objective	SOH KPI	Action	Responsibility & Timeline
7.1. Executive team are accountable for sustainability performance	A formal Environment Management Review undertaken at least annually	7.1.1 Environmental management program reviewed and reported to EST and Executive Team consistent with Green Star performance requirements and ISO 14001	Manager, Sustainability Yr 1–3
	Sustainability performance reported at least quarterly to key stakeholder groups	7.1.2 Sustainability performance reported via performance dashboard against productivity indicators related to resource use and efficiency 7.1.3 Reporting cycles includes at least quarterly performance reporting to Executive, completion of an annual Environment Management Review; and annual public reporting 7.1.4 Annual report key achievements to be reported to Executive Team and Trust	All Directors Yr 1–4
	SOH Environment Sustainability Policy reviewed by 2021	7.1.5 SOH Environmental Sustainability Policy to be renewed by Executive Team & CEO (Year 2)	Director People & Government Yr 2

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Objective	SOH KPI	Action	Responsibility & Timeline
7.2 Integrate the UN Global Goals across all relevant plans	Global Goals integrated into all relevant SOH plans by 2023	<p>7.2.1 Mobilise Stakeholder Group to support the integration of United Nations Global Goals through relevant strategies and plans (Year 1–2)</p> <p>7.2.2 Develop Global Goals marketing and communications strategy (Year 1)</p> <p>7.2.3 Strategically align relevant strategies and plans with Global Goals and identify targets to support integration (Year 3)</p> <p>7.2.4 Report against targets and measure impact of environmental and social programs (Year 4)</p> <p>7.2.5 2023 Deloitte report to measure impact of social programs (Year 4)</p> <p>7.2.6 Investigate the opportunity to participate in socially and environmentally responsible investment (e.g. green bonds)</p>	<p>All Directors</p> <p>Executive of Corporate Services and Chief Financial Officer</p> <p>Yr 1–4</p>

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Objective	SOH KPI	Action	Responsibility & Timeline
<p>7.3 Provide the tools and resources to increase awareness and enable staff to contribute to workplace sustainability</p>	<p>Sustainability training program developed by 2020</p> <p>Sustainability program implemented by 2022</p>	<p>7.3.1 Complete a review of the learning requirements for employees, analysing key roles that lead, influence and drive change (Year 1)</p> <p>7.3.2 Investigate a range of options to embed sustainability into relevant learning approaches such as staff and contractor on-boarding, coaching, mentoring and senior leadership development programs (Year 1)</p> <p>7.3.3 Develop a competency based training framework including blended learning modes for key roles (Year 2)</p> <p>7.3.4 Deliver a training program to meet required competencies for general staff and key roles (Year 2–4)</p>	<p>Director, People & Government</p> <p>Yr 1–4</p>

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Objective	SOH KPI	Action	Responsibility & Timeline
7.4 Increase awareness of sustainability and foster strong culture of leadership in sustainability	Staff recognition program implemented by 2020	7.4.1 Implement annual recognition program to reward behaviours that champion positive sustainable workplace culture and improve sustainability performance (Year 1)	Manager, Sustainability Yr 1
	An Action Plan implemented annually	7.4.2 Enable the Sustainable Environmental Action Leaders (SEALs) through training and development to deliver an annual Action Plan	Manager, Sustainability Yr 1–4
	SEALs undertake a form of training or development at least once per year	7.4.3 Work collaboratively with the Community of Practice to activate the annual	
	Four successful engagement activities delivered annually to support Action Plan deliverables	7.4.4 SEAL training and development opportunity undertaken each year (Year 1–4)	
	Annual internal communications plan implemented	7.4.5 A communication plan is developed and implemented to communicate sustainability internally (Year 1–4)	Manager, Engagement and Development Yr 1–4
	Twelve (12) internal communications pieces annually	7.4.6 Enhance staff engagement via introduction of Workplace digital communications social media platform (Year 1)	
		7.4.7 Ensure Renewal is the focus of at least one sustainability communication story per project (Year 1–4)	

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Objective	SOH KPI	Action	Responsibility & Timeline
7.5 Improve indoor environment quality to enhance the wellbeing of our audience and people	Building Occupancy Survey completed Achieve more than 10/18 points in the indoor environment quality GBCA Performance tool	7.5.1 Implement measures to achieve indoor environment quality (IEQ) measures outlined in the GBCA Performance tool (Yr 1 & Yr 2) 7.5.2 Build in IEQ principles and criteria into the Accommodation Strategy (Year 2) 7.5.3 Undertake independent Occupancy Survey to align with Green Star performance requirements (Year 3)	Executive Director, Building, Safety and Security Yr 1–4
7.6 Increase engagement via cross portfolio and program collaboration	A minimum of one collaborative project undertaken per year	7.6.1 Work with Safety, Health and Wellbeing, Reconciliation, Access and Heritage under the Global Goals framework to collaborate on projects which increase engagement and deliver greater social impact	Executive Director, Building, Safety and Security Director, People and Government Director, Visitor Experience Yr 1–4
11.1 Demonstrate Leadership in building management operations and performance	Achieve 6 Star Green Star Performance certification from GBCA by 2022	11.1.1 Work towards recertification by Green Building Council of Australia for Green Star Performance in 2022, targeting a 6 star rating at the time of recertification 11.1.2 Engage and develop staff capacity in building performance and best practices systems and processes through the process	Executive Director, Building, Safety and Security Yr 1–4

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Risk and Compliance

The Opera House is committed to actively controlling risk through effective systems, processes, compliance and training to the highest standard.



Sydney Opera House is surrounded by a sensitive marine environment. Photo by Yasmin Mund.

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Objective	SOH KPI	Action	Responsibility & Timeline
8.1 Embed an Environmental Risk Management Framework with Opera House processes	An independent environmental audit is completed every three years	<p>8.1.1 Undertake independent audit against ISO14001:2016 to identify gaps and opportunities (Year 2)</p> <p>8.1.2 Undertake a program of internal environmental audit of EAP and environmental risk management at least every two years (Yr 1 & Yr 3)</p>	<p>Executive Director, Building, Safety and Security</p> <p>Yr 1–4</p>
	Environmental Management System in line with ISO14001:2016 fully implemented by 2023	<p>8.1.3 Develop procedures and tools in risk-priority order as per the significant risk-management action plan and embed in existing documents and processes (Year 4)</p> <p>8.1.4 Ensure appropriate training is provided to engage and enable staff and contractors to comply with management system requirements</p>	<p>Manager, Sustainability</p> <p>Yr 4</p>
	<p>Increase the number of environmental hazards and minor incidents reported</p> <p>A minimum of twelve workplace inspections completed per year</p>	<p>8.1.5 Foster a culture of proactive environmental hazard and incident reporting to ensure improvement and to reduce the risk of major incidents (Year 1–4)</p> <p>8.1.6 Integrate workplace inspections with safety to ensure consistent governance around risk and compliance (Year 1)</p> <p>8.1.7 Implement new integrated WHSE software in collaboration with Safety team (Year 1)</p> <p>8.1.8 Co-deliver integrated hazard and incident reporting training with Safety team (Year 1–4)</p>	<p>Executive Director, Building, Safety and Security</p> <p>Yr 1–4</p>

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Connect to Nature

The Opera House is committed to connecting our staff, patrons and community to nature through initiatives that enable us to contribute to the enhancement and protection of biodiversity and the environment.



Sydney Opera House's Sustainability Champions (SEALs) participating in Clean Up Australia Day March 2019. Photo by Anna Kucera.

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Objective	SOH KPI	Action	Responsibility & Timeline
9.1 Manage and minimise the impact of our operation on the local environment	Zero significant pollution incidents	9.1.2 Elimination and reduction and management of all marine pollution risk	Executive Director, Building, Safety and Security Yr 1–4
	Achieve a single-use plastic packaging free site by 2023	9.1.3 Ensure effective risk management, control and monitoring of all operational impacts	
	Stormwater Management Plan developed by 2022	9.1.4 Develop a site wide stormwater management & litter prevention plan to minimise pollutants from stormwater (Year 2) 9.1.5 Implement actions from the plan (Year 3–4)	Executive Director, Building, Safety and Security Yr 2–4
9.2. Inspire our community to connect with nature through the implementation of our Commitment to Biodiversity	One initiative to enhance the natural environment or biodiversity per year	9.1.6 Deliver outcomes of NSW Environmental Trust grant to enhance biodiversity around Bennelong Point	Executive Director, Building, Safety and Security Yr 1–4
		9.1.7 Investigate opportunities for further funding or partnerships to support projects which directly support Goal 14 as the primary focus	
	One natural-environment engagement activity for staff and/or visitors per year	9.1.8 Seek strategic partnerships and opportunities to enhance the natural environment aligned with SOH Strategy and Sustainability goals and objectives	Director Engagement & Development Executive Director, Building, Safety and Security Yr 1–4

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The Opera House aims to identify opportunities to collaborate with current and future partners and the wider community to build strong working relationships, strengthening the work we do and the impact we achieve.



Researchers Giglia Beretta and Professor David Booth from UTS pictured with Emma Bombonato, Sydney Opera House's Environmental Sustainability Manager monitoring artificial reefs along the sea wall. Photo by Yasmin Mund.

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Objective	SOH KPI	Action	Responsibility & Timeline
<p>10.1 Work in partnership with on-site partners to improve environmental performance</p>	<p>At least one sustainability engagement initiative with commercial operators per year</p> <p>100% of commercial operators developed Sustainability Action Plan</p>	<p>10.1.1 Embed sustainability requirement at contract renewal to align with BBP Green leases and EAP objectives and targets (Year 1–4)</p> <p>10.1.2 All commercial operators develop and implement an annual Sustainability Action Plan (SAP) (Year 1)</p> <p>10.1.3 Engage and support commercial operators to implement initiatives that support EAP goals and objectives (Year 1–4)</p> <p>10.1.4 Develop a toolkit and resources (including training) to support the delivery of each SAP (Year 1–4)</p>	<p>Director, Visitor Experience</p> <p>Yr 1–4</p>
	<p>Sustainability Code of Practice developed for SOH Presents, Resident Companies, hirers and partners</p> <p>At least one resident company or engagement initiative implemented each year</p>	<p>10.1.5 Engage with Resident Companies to identify opportunities collaboratively to reduce impact of performance and productions (Year 1)</p> <p>10.1.6 Embed sustainability into our operations and support Resident Companies, hirers and partners to adopt a framework of best practice for their presentations (Year 2)</p> <p>10.1.7 Develop a toolkit and resources (including training) to support the delivery of more sustainable productions (Year 2–4)</p> <p>10.1.8 Develop SOH Presents presentations and festivals as a model of best practice, to engage and inspire partners and hirers</p>	<p>Director, Programming</p> <p>Director, Production and Events</p> <p>Yr 1–4</p>

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Objective	SOH KPI	Action	Responsibility & Timeline
10.2 Enhance outcomes through greater resourcing via strategic partnerships	At least two major peer engagement events each year	10.2.1 Seek strategic opportunities to share learnings, challenges and opportunities with peers from performing arts and cultural organisations; government; and business 10.2.2 Continue to actively participate in City of Sydney Sustainable Destination Partnership and support the objectives of Sustainable Sydney 2030	Director, Programming Director, Production & Events Director, Executive Director, Building, Safety and Security Yr 1–4
	At least two tangible outcomes from peer engagement activities		
	All new partnership applications strategically aligned to United Nations Global Goals	10.2.3 Engage with government, private donors and corporate supporters to seek funding or strategic sponsors to deliver strategic outcomes, including amplifying the message of the Global Goals	Director, Engagement & Development Yr 1–4
		10.2.4 Actively seek a partner to work together to achieve 6 Star Green Star by 2023. 10.2.5 Align new partnerships with delivery of mutually agreed UN Global Goals and phase the goal alignment into existing partnership agreements	
10.3 Continue to be a source of leadership and inspiration by fostering strong partnerships which enable us to share our achievements and successes for maximum impact	Maintain Gold Partner of NSW Government Sustainability Advantage Program One platinum project identified and implemented	10.3.1 Recertify and maintain Sustainability Advantage Gold partner status (Year 3)	Executive Director, Building, Safety and Security Yr 1–4
		10.3.2 Identify a Platinum project (Year 2) and implement Platinum project (Year 4)	
		10.3.3 Achieve Sustainable Advantage recognition for Platinum project by 2023	

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The Opera House will continue to inspire and engage our audience and visitors by setting a good example and demonstrating our commitment to sustainability in everything we do.



Patrons enjoying a performance by John Butler Trio on the Forecourt in February 2019. Photo by Prudence Upton.

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Objective	SOH KPI	Action	Responsibility & Timeline
<p>11.2 Demonstrate commitment to leadership in sustainable event management</p>	<p>SOH events achieve ISO certification by 2023</p> <p>A performance report is developed for 100% of events</p>	<p>11.2.1 Develop sustainable event management program that aligns with ISO 20121: Sustainable Event Management (Year 1)</p> <p>11.2.2 Develop a performance reporting template to consistently report on all SOH events. Use report to establish a best practice benchmark in Year 1. Set targets to improvement against benchmark in Year 2–4</p> <p>11.2.3 Achieve ISO 20121 certification by 2023 (Year 4)</p> <p>11.2.4 Seek opportunities to communicate our sustainability and climate change commitment to visitors, audiences and guest or through strategic partnerships</p> <p>11.2.5 Embed sustainability into our operations and support Resident Companies, hirers and partners to adopt a framework of best practice for their presentations (Year 2)</p> <p>11.2.6 Investigate opportunities to partner with City of Sydney or other organisations aligned with The Sustainable Destination Partnership to present workshops or forums around best practice in sustainable event management</p>	<p>Director, Production and Events</p> <p>Director, Visitor Experience</p> <p>Yr 1–4</p>

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Objective	SOH KPI	Action	Responsibility & Timeline
11.3 Use performance, productions and experience as a means to engage and connect our audience with sustainability messages and themes	At least two Children and Family productions include sustainability themes each year	11.3.1 Children and Families programming to integrate sustainability themes and key messages as part of annual programming 11.3.2 Integrate the Global Goals framework to enhance the focus of the Children and Families program, in particular the Creative Learning program 11.3.3 Develop a list of SOH specific sustainability principles for production of shows and performances 11.3.4 Embed sustainable principles into development, production and presentation of shows	Head of Children, Families and Creative Learning Yr 1–4
	A minimum of 65% of the Creative Play Program is created and presented using sustainable materials	11.3.5 Educational resources developed for levels K1-12 and families in partnership with teachers to meet National Curriculum objectives 11.3.6 Educational resources are developed using sustainable materials	Creative Learning Specialist Yr 1–4
	Global Goals mapped to Talks & Ideas programming	11.3.7 Continue to engage and inspire on issues important to our contemporary culture through programming 11.3.8 Map the Global Goals to programming starting with Antidote festival 2019 (Year 1–4) 11.3.9 Seek to engage a broader audience through promoting the sustainability ideas content available online	Director, Programming Yr 1–4

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Objective	SOH KPI	Action	Responsibility & Timeline
	<p>Embed tours with sustainability key messages by 2023</p> <p>SOH visitors and guests are surveyed at least annually</p>	<p>11.3.10 Increase awareness by visitors of the Opera Houses commitment to community and environment by including key messages in the standard public tour (Year 1)</p> <p>11.3.11 Seek to understand and measure visitor expectations of the Opera House’s sustainability commitment through an annual visitor survey (Year 1–4)</p> <p>11.3.12 Investigate opportunities to raise awareness of the Opera House’s sustainability program through Visitor Experience programs and initiatives (Year 1–4)</p>	<p>Director, Visitor Experience</p> <p>Yr 1–4</p>
11.4 Support and promote educational opportunities for students	<p>One professional learning placement or project per year</p>	<p>11.4.1 Work with universities and education institutions to support opportunities for students or graduates to gain industry experience</p>	<p>Director, People & Government</p> <p>Yr 1–4</p>
11.5 Increase community awareness of Sustainability through effective Marketing and Communication	<p>At least four major media articles (including digital content) per year</p> <p>At least two thought leadership communication externally communicated per year</p> <p>A Marketing and Communications Strategy is developed and implemented</p>	<p>11.5.1 Develop a Marketing and Communications Plan to strategically communicate sustainability commitment and achievements (Year 1)</p> <p>11.5.2 Actively seek opportunities for national media coverage on sustainability initiatives aligned with key sustainability dates to amplify the impact (Year 1–4)</p> <p>11.5.3 Seek to integrate relevant sustainability messages in audience communications before, during and post show events and experiences (Year 1–4)</p> <p>11.5.4 Seek to understand and measure community expectations of the Opera House’s sustainability through market research (Year 1–4)</p>	<p>Director, Engagement & Development</p> <p>Yr 1–4</p>

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**The Sydney Opera House exists because
a few brave people dared to think differently
They made the impossible possible, and inspired a nation**

**And so we stand as a proud testament
to the power of dreaming in public
To the transformative potential of art and ideas**

**We expand horizons, shift perspectives and stir emotions
If you're ready for the extraordinary, we're ready for you**

*By choosing not to print our Environment Action Plan,
the Opera House is saving around 16,000 pieces
(nearly 35 reams) of paper.*

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