

# Annual Report

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Engineers Australia **2017–2018**

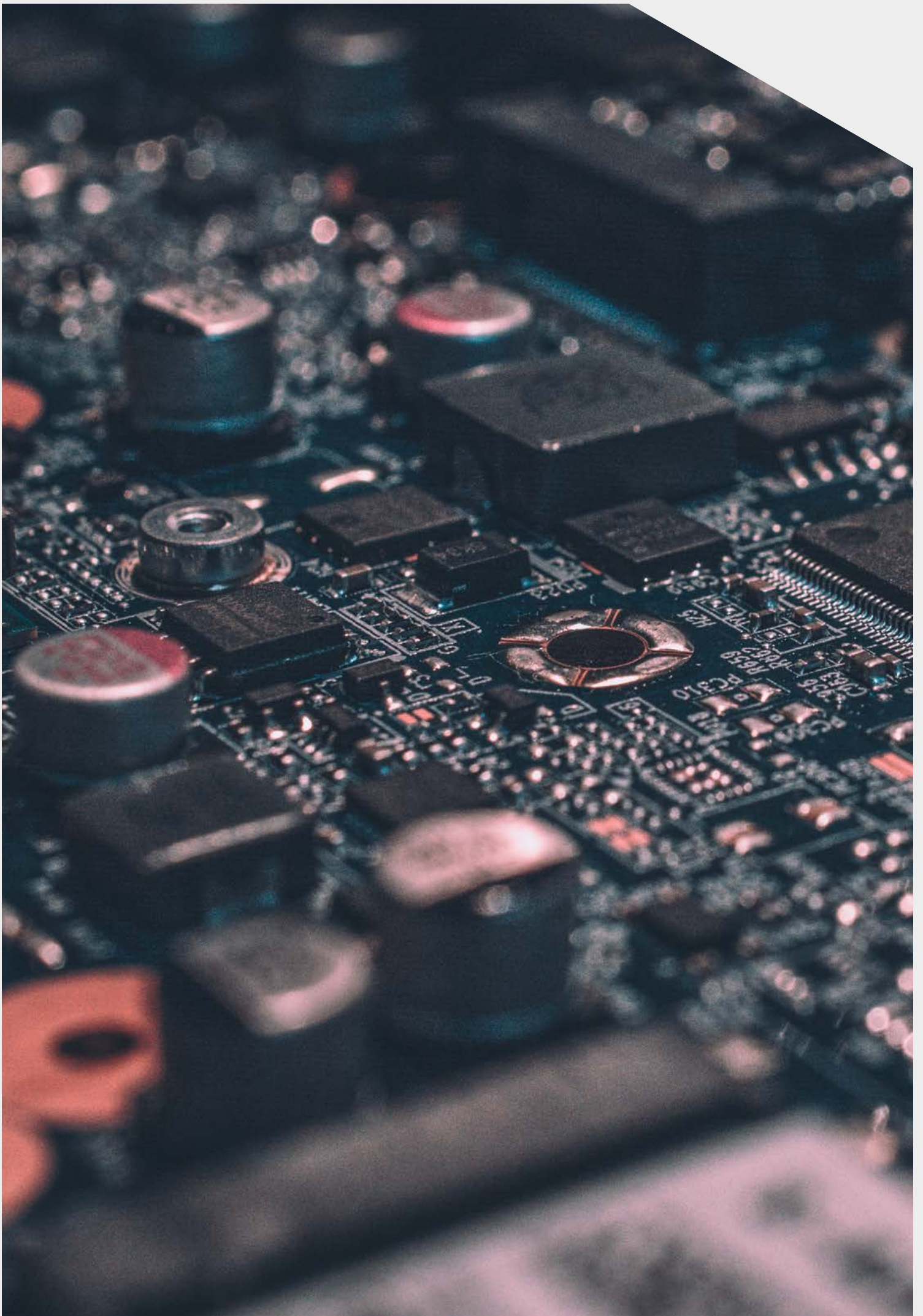


ENGINEERS  
AUSTRALIA

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# Who we are

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The Institution of Engineers Australia (Engineers Australia) is the peak body for the engineering profession. We are a member-based professional association with a community of almost 100,000 individual members. Established in 1919, Engineers Australia is a not-for-profit organisation, constituted by Royal Charter to advance the science and practice of engineering for the benefit of the community.

## OUR WORK



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Accredit all Australian university engineering programs.

15k

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Assess around 15,000 migrant skills applications on behalf of the Australian government.



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Maintain the largest register for engineering, the National Engineering Register (NER).



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Advance engineering knowledge through our nine discipline-based Colleges and 30 specialist Technical Societies.



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Deliver Continuous Professional Development (CPD) to the engineering profession.



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Operate in every state and territory, and operate chapters in Asia, the UK and the Middle East.

100k

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Inspire over 100,000 primary school students with EngQuest.



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Represent Australia in the International Engineering Alliance and develop agreements for global professional mobility.



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#1 voice of the engineering profession in Australasia





## About this Annual Report

This annual report provides comprehensive information on our achievements for the 2017–18 financial year. It aims to:

- Inform members of measurable progress against our strategic priorities.
- Ensure transparent and responsible reporting that meets governance best practice.
- Provide members with information about the key activities of our organisation.
- Inform stakeholders, partners, media and government of our key areas of focus as the peak body for the engineering profession in Australia.

# The year in review: Board Chair

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## Hon Trish White

### **NATIONAL PRESIDENT AND CHAIR OF THE BOARD**

*BE(Elec) BA FIEAust CPEng EngExec APEC  
Engineer IntPE (Aus) FAICD*

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Engineers Australia has made considerable progress in our purpose of advancing the science and practice of engineering for the benefit of the community.

It's been a successful year, with growth in the number of fee-paying members, double the uptake of our Chartered credential and increasing influence in the community and with government.

As the trusted voice of the profession, Engineers Australia works to raise the recognition of engineers and status of engineering.

This year we have delivered a much stronger media presence, with radio, TV and newspaper appearances highlighting issues including energy policy and fuel security, jobs, safety and the benefit to society of engineering expertise. We also met with multiple ministers and made submissions to government on issues including energy, water reform, building safety, defence and STEM.

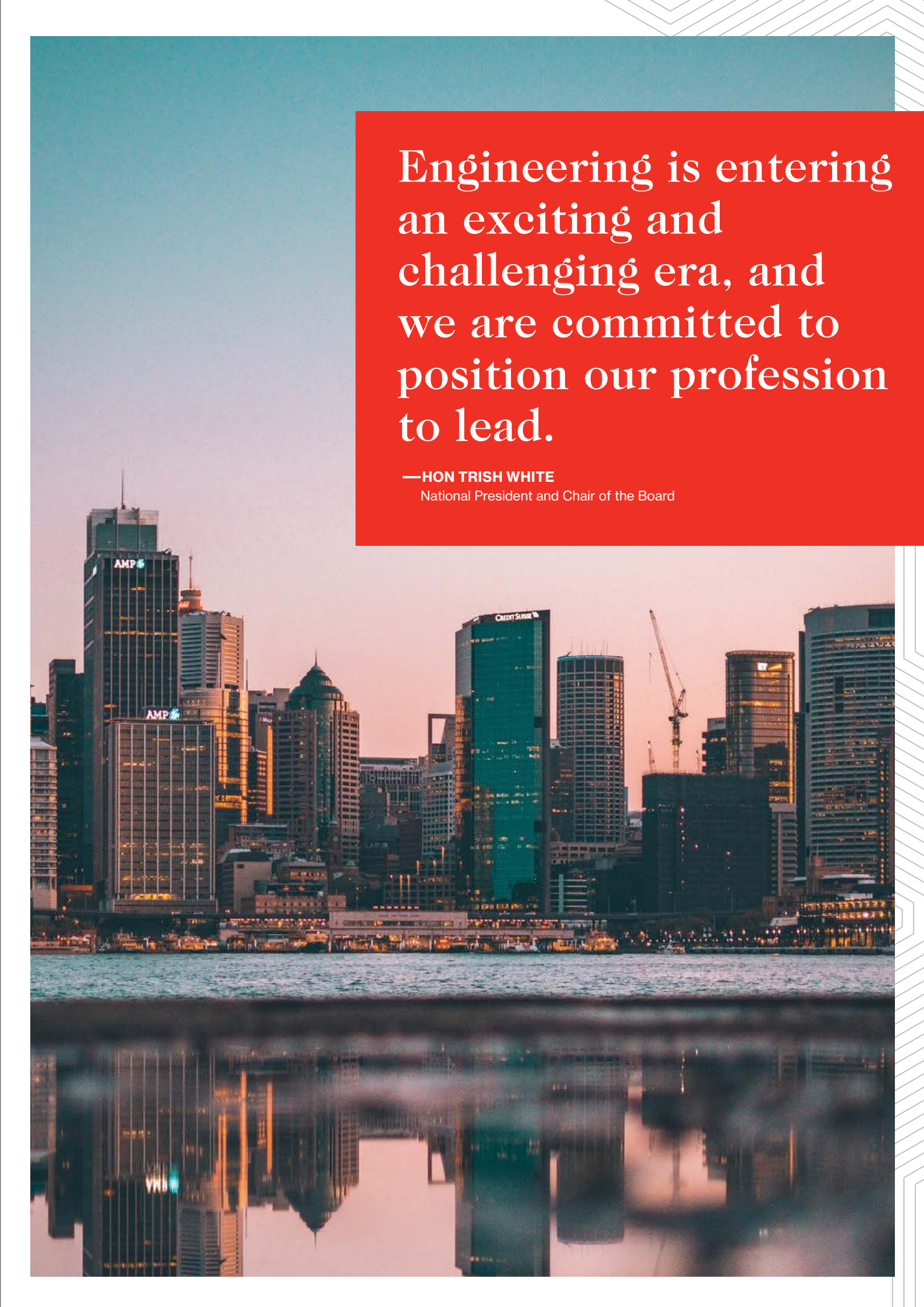
Engineering is entering an exciting and challenging era, and we are committed to position our profession to lead, as nations prepare to take up those advances in technologies and innovations that can dramatically improve people's lives. This year saw us increase our focus on the future of engineering and engineers' work, with a refresh of our products,

services and events aimed at preparing the engineering profession for the next frontier.

Engineers Australia owes much of its success to the efforts of our committed and hardworking volunteers, who lead our vibrant, active and successful colleges, technical societies and special interest groups. I also thank our dedicated staff.

In closing, I'd like to thank my predecessor John McIntosh for his contribution over many years; welcome our new directors, Lucia Cade and Chris Champion; and congratulate our new CEO, Peter McIntyre, on a successful first year.





Engineering is entering  
an exciting and  
challenging era, and  
we are committed to  
position our profession  
to lead.

—HON TRISH WHITE

National President and Chair of the Board

# The year in review: CEO

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**Mr Peter McIntyre**

**CHIEF EXECUTIVE OFFICER**

*BSC BE (Hons) MBA FIEAust CPEng EngExec  
NER APEC Engineer IntPE(Aus) FAIE FAICD*

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This year Engineers Australia has experienced growth and renewal.

Our executive leadership team was strengthened with the acquisition of three exceptional new members, bringing fresh perspectives. Two equally talented longer-serving executives bring organisational knowledge and longstanding relationships to the table.

Engineers Australia is seeking to deliver more value to our members by building relationships with employers, improving support of engineering graduates, increasing the value of the Chartered and NER credentials and transforming the organisation's use of technology.

We are delighted to have partnered with the Australian Defence Force to accredit and register senior defence aerospace technicians and engineers. This partnership contributed to our member growth – we have more than 66,500 non-student members, including over 22,500 Chartered members – and solid financial position.

This year Engineers Australia led the creation of the STARportal, a new national database of STEM events and resources for children, teachers

and parents, which we launched alongside Australia's Chief Scientist Dr Alan Finkel AO.

Engineers Australia has also significantly improved support for graduate and student members in launching their careers – including webinars on subjects like mentoring and personal brand, Elevation networking events, a careers “bootcamp” and a new online community and app called Frontier.

The task of modernising Engineers Australia is not just technological but cultural. Our organisation this year formally articulated our values. I joined the Male Champions of Change in STEM, which signals my commitment to driving greater diversity in engineering.

My thanks go to the Board and its Chair, Trish White, for their leadership and support, to our volunteers and to staff.





Engineers Australia  
is seeking to deliver  
more value to our  
members.

—MR PETER MCINTYRE  
Chief Executive Officer

# Engineers Australia Board

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## Hon Trish White

### **NATIONAL PRESIDENT AND CHAIR OF THE BOARD**

*BE(Elec) BA FIEAust CPEng EngExec APEG Engineer IntPE (Aus) FAICD*

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Trish is the Engineers Australia National President and Chair of the Board. She is a Fellow of Engineers Australia in the Information, Telecommunications and Electronics Engineering College. Trish holds engineering and arts degrees from University of Queensland and is a Fellow of the Leadership and Management College.

She is an executive director of professional services and business advisory firm Slingsby Taylor and provides advisory services to boards and executives of both commercial and not-for-profit organisations.

Formerly, Trish was Executive Strategic Advisor for WorleyParsons Ltd, working in the global resources and energy industries.

That followed a career as a cabinet minister in the South Australian government, where she served in the infrastructure, development, transport, science and education portfolios.

Previously, her career had been in applied research with the Defence Science and Technology Organisation. Prior to that, she managed national infrastructure projects in Canberra. Trish is an experienced professional company director, having served on the boards of several large Australian companies. She is a Fellow of the AICD.





## Mr Greg Walters

*BE(Elec) MSc(GW)MMAS(Stratgy) FIEAust CPEng EngExec NER GAICD*

Greg is an electrical engineer with Master's Degrees in both Guided Weapon Systems and Strategy, a graduate of the US Command and General Staff College and a qualified 'Master Strategist'. He is a graduate of the AICD Company Director's Course™ and a Fellow of the Leadership and Management College.

Greg has over 30 years' experience in business and program management as well as extensive experience leading multidisciplinary teams across multiple geographies. He spent 19 years in the Army where he retired as a Lieutenant Colonel. He has been a State Manager, National Group Manager Defence and International Business Manager as a Principal of SKM, and a Senior Manager at ElectraNet. He is currently a National Technical Manager for Frazer-Nash Consultancy a global systems engineering, assurance and technology company and serves on industry advisory boards for University of Adelaide and University of South Australia.

He has held numerous senior roles within Engineers Australia over the past 26 years including President of Canberra division 1997, Deputy President of South Australia Division 2000 and President of Tasmania Division 2011. Greg led the inaugural Canberra Chapter of the Australian Society for Defence Engineering (ASDE) in 2003 and was the ASDE National President in 2004. He has served on the Engineers Australia Board since 2012 and held various committee positions including Chair of the Audit and Risk Committee and Chair of the Governance Committee.

Greg is currently the Chair of the Engineering Practice Advisory Committee, the Chair of the College Chairs Forum and our national spokesperson on defence issues.





## Dr Nick Fleming

*BE(Hons) PhD FIEAust CPEng EngExec NER APEC Engineer IntPE(Aus) GAICD*

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Nick brings 25 years professional experience working with the private and public sectors. He has consulted across infrastructure, natural resources, water, mining, energy and defence sectors in Australia, New Zealand, south-east Asia, the UK and Americas. During this time Nick has held local, international and industry leadership roles and received almost 20 awards for technical excellence, leadership and innovation. In particular, Nick brings a proven capability for strategy, innovation, complex problem solving and leadership of change. He has a strong social ethos and commitment to excellence and positive impact.

Nick has an Honours Degree in Civil and Environmental Engineering and a Doctorate in Sustainable Infrastructure Systems from the University of Adelaide, training in strategic foresight from Mt Eliza Business School, and an international corporate governance qualification from the Australian Institute of Company Directors (AICD).

Prior to establishing his own advisory firm, Nick was the Director of Business Innovation at Jacobs Group (Australia). He previously held global roles at SKM including Chief Sustainability Officer and Technology and Innovation Manager, also sitting on Board committees leading strategy and corporate social responsibility. Within industry, Nick contributed as a Director of the Infrastructure Sustainability Council of Australia (ISCA) and Chair of the Sustainability Taskforce for Infrastructure Partnerships Australia (IPA). Today Nick works locally and abroad providing business advisory, strategy and innovation services across multiple sectors.



## Ms Michelle Kennedy

*BE(Hons) MBA FIEAust CPEng EngExec APEC Engineer IntPE(Aus) GAICD*

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Michelle is a Fellow of Engineers Australia, Chartered Professional Engineer and Engineering Executive who has a diverse background spanning a number of industries in both the public and private sectors.

Michelle started her career in the manufacturing industry, transitioning into the water industry shortly thereafter where she firstly worked as an engineer and then took on more senior roles managing projects and teams. After around eight years in water, she decided to make a change and worked as a management consultant, predominantly consulting to the infrastructure and government sectors in relation to strategy, business planning, team development, risk and governance. In 2013 she made the move back to the public sector, taking on a senior leadership role in local government, and she has continued to enjoy working in local government ever since.

Michelle has been actively involved with Engineers Australia for a number of years - with roles on a number of College Boards, National and State Committees, and as a judge for the Engineering Excellence Awards at both state and national level.



## Mr Chris Champion

*BE(Hons) MEngSc FIEAust CPEng NER FIPWEA(Emeritus) GAICD*

Chris was Chief Executive Officer of the Institute of Public Works Engineering Australasia (IPWEA), a Technical Society of Engineers Australia, for 15 years to 2015. Prior to this, he had 30 years in local government engineering with 12 years as Director Engineering/City Engineer.

Chris led IPWEA from small beginnings to become internationally recognised as leaders in public works and infrastructure asset management. He has now taken on an international role with IPWEA to grow its international business which has included establishing a successful training arm in Canada. Chris brings experience and insights in association management and international activities to the Board of Engineers Australia. He is a regularly invited speaker at national and international association management and engineering conferences.

Chris is an Emeritus Fellow of IPWEA and is a Fellow of Engineers Australia. Chris was included in Engineers Australia's list of Top 100 Most Influential Engineers eight times between 2004 and 2012. He is a graduate and member of the Australian Institute of Company Directors.

In 2015, Chris was appointed Secretary General of the International Federation of Municipal Engineering and is a Past President (2006-2009). Chris was appointed by the US Federal Highways to their Asset Management Expert Task Group (2011-2016). Chris holds formal qualifications in Civil Engineering, Management and Internet Marketing. He was awarded the James Hill Prize from the Institution of Civil Engineers in London in 2009.



## Ms Lucia Cade

*BE(Civil), BEc, MEngSc, MBA FIEAust FAICD*

Lucia is a non-executive director and advisor with a professional engineering and business background. Her executive roles span the construction, utilities and engineering professional services industries, working in both private sector and government owned enterprises including AECOM, Evans & Peck (now Advisian), Victorian water utilities and Comdain Infrastructure (privately owned). She has worked across Australia and New Zealand and collaborated internationally.

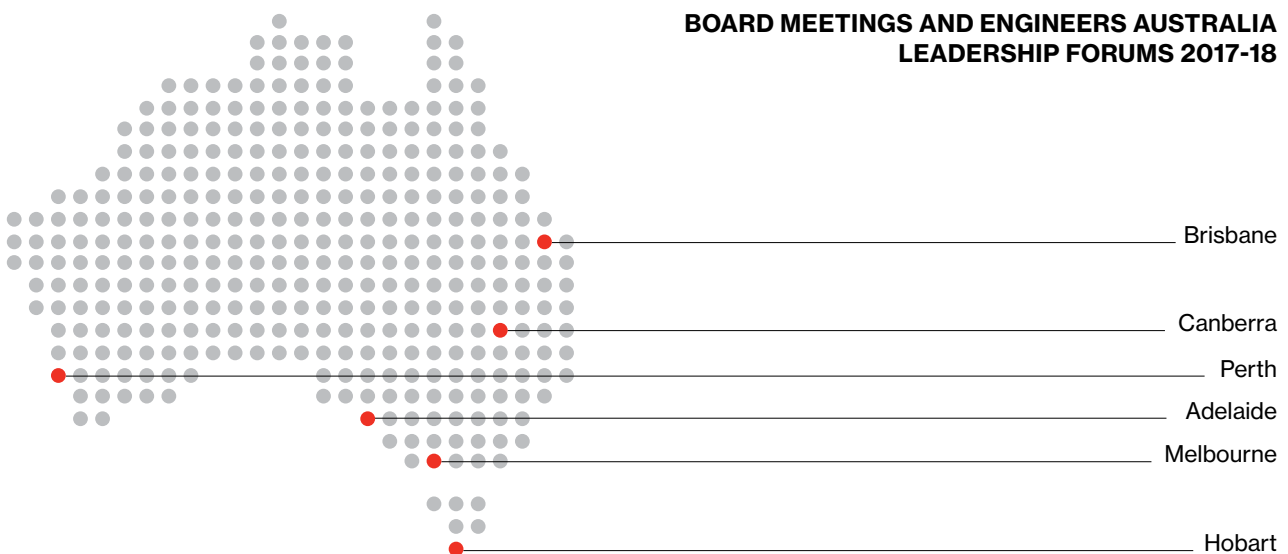
She is currently the Chair, South East Water and an independent director of Co-operative Research Centre for Energy Pipelines. She sits on the Value Assessment Panel of the University of Melbourne's School of Engineering and is a Global Ambassador for the United Nations Cities Programme. Ms Cade is a former National President of the Australian Water Association and a former Chair of Western Water Corporation.

Ms Cade holds a Bachelor of Civil Engineering and a Bachelor Economics as well as a Master of Engineering Science and a Master of Business Administration. She is a Fellow of AICD and a Fellow of Engineers Australia.

Note: Non-Executive Directors John McIntosh, Simon Orton and Leeanne Bond finalised their Board tenures on 31 December 2017. The incoming Non-Executive Directors, Chris Champion and Lucia Cade, commenced their tenures on 1 January 2018.

# Engineers Australia Board in action

## BOARD MEETINGS AND ENGINEERS AUSTRALIA LEADERSHIP FORUMS 2017-18



### Committee and Forum Participation

Audit and Risk Committee

Board Nominations Committee

Board Remunerations Committee/People and Culture Committee

Engineering Futures Committee

College Chairs Forum

Engineering Practice Advisory Committee (EPAC)

National Congress

Presidents Forum

International Committee/International Advisory Panel

Accreditation Board

Professional Standards Committee

Honours and Awards Committee

EEA Board

EngInsure Board

EngMedia Board

○ 104  
RESOLUTIONS





National President Trish White at the Queensland CEO Luncheon, June 2018



Board Director Greg Walters introducing the Minister for Defence Industry at an event in Adelaide, July 2017



2017 National President John McIntosh and CEO Peter McIntyre at the Institute of Engineers Malaysia, September 2017



Board Director Michelle Kennedy speaking with National Congress delegate Dr Mark Toner at the 2017 Congress Dinner and National Awards in Melbourne



Board Director Greg Walters and 2017 Peter Nicol Russell Career Achievement Memorial Medal winner Prof Mary O'Kane at the 2017 Congress Dinner and National Awards in Melbourne



2017 National President John McIntosh awarding Prof Mary O'Kane the Peter Nicol Russell Career Achievement Memorial Medal at the 2017 Congress Dinner and National Awards in Melbourne

# Executive Leadership Team

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## Mr Peter McIntyre

### CHIEF EXECUTIVE OFFICER

*BSC BE (Hons) MBA FIEAust CPEng EngExec NER APEC Engineer IntPE(Aus) FAIE FAICD*

Peter was appointed as CEO of Engineers Australia in July 2017. He has been a Board Director with TasNetworks since November 2016. Peter was previously employed at TransGrid, where he served as its Managing Director for six years. Prior to that he held several executive positions there, with responsibilities including regulatory strategy, revenue reset, customer engagement, asset management, network planning and system operations.

Peter is a past Deputy Chairman of the Energy Networks Association, past Chairman of Grid Australia and past Deputy Chairman of the Australian Power Institute.

Peter holds a BSc in physics and a BE (Hons) in electrical engineering from UNSW and an MBA in technology management from Deakin University. Peter is a Fellow of Engineers Australia and has been an Engineers Australia member for 34 years. He is a Chartered Professional Engineer and Engineering Executive. He is a Fellow of the Australian Institute of Company Directors and the Australian Institute of Energy.



## Ms Jane Hanks

### EXECUTIVE GENERAL MANAGER MEMBERSHIP AND GROWTH

Jane was appointed Executive General Manager Membership and Growth in March 2018. She has significant experience in the services sector with roles including Director of Marketing at Novotel Brisbane (Accor), Deputy Director and Manager, Marketing Strategy for Griffith University, Director, Marketing at Mallesons Stephen Jaques and Chief Marketing Officer at Dentons, Australia. Prior to her services marketing roles she occupied managerial roles at Citibank (in corporate and consumer banking) and was a Corporate Solicitor for the Elders Finance Group Ltd.

Jane has been a Board Member of the Australian Professional Services Marketing Association (now ICON) and is a member of the Australian Marketing Institute and Finsia. Jane is a graduate of the University of Sydney in Economics and Law. Her post-graduate qualifications include a Graduate Diploma in Applied Finance and Investment from Finsia and a Master's in Management, majoring in services marketing, from Cornell University, NY, U.S.A.



## Mr Jeff Hughes

### **EXECUTIVE GENERAL MANAGER MEMBER SERVICES**

Jeff was appointed Executive General Manager Member Services in March 2018. Jeff's most recent roles were at CPA Australia. He started as Chief Financial Officer and held various corporate services and membership roles. He was then appointed as Chief Operating Officer Member Services where he led a number of departments spanning multiple countries. Prior to working at CPA, Jeff was the CFO of Energy Resources of Australia Ltd – a listed company within the Rio Tinto Group.

Jeff has had significant international management experience having also spent two years working in Canada at the Iron Ore Company of Canada. He is a Chartered Accountant and holds a Bachelor of Business from RMIT.



## Dr Brent Jackson

### **EXECUTIVE GENERAL MANAGER STRATEGY AND TRANSFORMATION**

Brent joined Engineers Australia in 2011 as Director of Policy and International. Prior to joining Engineers Australia, Brent held roles across the private sector and federal government, spanning business consulting, corporate affairs, policy, and governance functions. Brent has tertiary qualifications in business and psychology and holds a PhD in strategic management from the Australian National University. Brent is a published author on strategic human resources management and cross-generational management whose award-winning work on the Millennial workforce was among the world's first academic critiques of the generational management phenomenon.





## Mr John Lau

### **EXECUTIVE GENERAL MANAGER GOVERNANCE AND SUPPORT SERVICES**

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John was appointed Executive General Manager Governance and Support Services in March 2018. He is a Chartered Accountant with 20 years of experience in senior leadership positions. He has led teams in Australia, Europe, Asia and the Americas. His commercial experience has been gained in a wide range of sectors, including engineering, professional services, finance, publishing, marketing and the fashion industry. Having worked in large multinational and smaller Australian corporations, his focus in recent years has been in Australian organisations that deliver a positive social impact – organisations that delivered services to the indigenous and disabled communities. John's broad experience helps to ensure that Engineers Australia's support and governance functions will continue to capably support the delivery of the group's strategic objectives.



## Mr Ron Watts

### **EXECUTIVE GENERAL MANAGER PROFESSIONAL STANDARDS AND PRACTICE**

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Ron was appointed Executive General Manager Professional Standards and Practice in January 2015. He has a strong background in change management and general management. Ron held senior executive appointments at the Australian National University, Deakin University and various government business enterprises prior to joining Engineers Australia. He also ran his own consulting practice in strategic HR management.

Ron has extensive experience in the running of professional membership associations. He held various office bearer roles in the respected Australian Institute of Human Resources (AHRI). He was President of AHRI in Victoria and the ACT, a Director of the AHRI Board and a member of various national committees, including the National Accreditation Committee. Ron is presently a Director of the Board of Professions Australia.

An active supporter of ongoing education he has a Bachelor of Business (Curtin), Master of Commerce (Melbourne), Graduate Diploma in Management (Monash), and a Graduate Certificate in HR Management (AQC). He has also completed the Australian Institute of Company Directors (AICD) Diploma.

Ron is a Companion member of Engineers Australia, a Fellow of AHRI and Graduate member of AICD.

The background image shows a multi-story office building interior. It features a central atrium with glass railings on the upper levels. The architecture is modern, with a mix of dark and light tones. The lighting is bright, highlighting the structural elements and the open space. The overall atmosphere is professional and contemporary.

We need to  
recognise  
the different  
needs  
of members  
across  
different  
career stages  
and ensure  
that we offer  
valuable  
support  
to each of  
them  
in achieving  
their goals.

# Highlights

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Twice as many new Chartered members added

9,166

New members added



5% growth in fee-paying members



11% National Engineering Register growth



STARportal launch



Increased media coverage



Frontier community for young engineers launched



28 submissions to government on important engineering matters



Joined the Male Champions of Change in STEM program





 **Frontier**  
The Young Engineers Guide to Getting Ahead



**ENGINEERS**  
AUSTRALIA



# Progress against strategic priorities

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Our strategic priorities as represented in Our Strategic Direction 2017/2018 – 2019/2020 are:

- be the trusted voice of the profession
- provide a professional home for life
- uphold professional standards
- create tomorrow's engineers
  - operate sustainably



# Be the trusted voice of the profession

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Engineers Australia works in partnership with decision-makers in government, industry and academia to provide evidence-based knowledge and guidance. It is through these partnerships, along with establishing ourselves as subject-matter experts for media comment, that we build visibility and increase the credibility of engineering as a profession.

In 2017–18, we enjoyed significant success as the trusted voice, increasing our influence with government, developing a much stronger media presence, and a growing number of employer partnerships.

## Government relations

Engineers Australia continually engages with government ministers and other decision-makers to promote engineering interests.

Our government relations activities during 2017–18 included providing a number of submissions to government inquiries and policy reviews, hosting government ministers at Engineers Australia events, and taking part in stakeholder forums.

We have also been invited to brief politicians and asked to give evidence to Senate inquiries, which shows that we are seen as the trusted voice of the profession.

By being closely involved in policy and decision-making at the highest level of government, we ensure the views of the engineering profession are taken into account. We regularly develop responses and submissions in consultation with members through Engineers Australia's

Colleges, Technical Societies and other groups.

During the 2017–18 financial year, we made 28 submissions with the goal of influencing policy and legislative outcomes.

Our policy successes include:

- Securing support for a recommendation to the Council of Australian Governments' (COAG) Building Ministers Forum (BMF) that engineers in the building and construction sector should be registered
- Guaranteeing Engineers Australia's position as the engineers' representative and its membership on the COAG Energy Council Stakeholder Forum
- Being invited to contribute to the Department of Defence's plan for engineering skills to support the burgeoning domestic defence industry.

We also provided input to a range of other government inquiries, including:

- **Senate Inquiry into Non-Conforming Building Products**  
This inquiry was in response to the Grenfell Tower fire tragedy in the UK. In our submission, we made recommendations across a range of issues, including commissioning new buildings, essential safety measures,

training and registration of fire safety engineers, and mandatory construction-phase inspections. During the inquiry, our evidence formed part of a much larger and successful campaign to get the engineering perspective into the public debate.

- **Productivity Commission Draft Report on National Water Reform**

Engineers Australia provided a number of water-management recommendations to the Productivity Commission draft report.

The recommendations revolved around two key issues: management of water for public-benefit outcomes, and data collection and availability.

- **Optimising STEM Industry-School Partnerships**

Our submission to this inquiry was informed by our long history in public policy development and advocacy on issues that affect the development of a strong pipeline of professional engineers. This has included our experience delivering the hands-on science, technology, engineering and maths (STEM) program EngQuest to Australian schools, and our key partnership in the STARportal, Australia's first centralised national portal for connecting young people with exciting and engaging STEM activities from around the country.

- **National Energy Guarantee**

In our submission to the National Energy Guarantee consultation paper, we addressed some crucial issues around system security, reliability, interconnectors and forecasting. We also cautioned against the risk of any new policy adding further complexity to operation of the National Energy Market. With membership on the COAG Energy Council Stakeholder Forum, we will continue to take the engineer's perspective to this energy policy reform process.

- **Defence Industry Skilling and STEM Strategy**

We introduced some baseline data to help the government understand the size of the potential workforce, identify some cohorts of engineers who may be under-utilised, and determine potential shortages. Our submission also introduced registration and Chartered status as mechanisms for helping to ensure Australia has a high-quality engineering workforce attracting the best, and placing appropriate controls on the work of any engineering team.

During 2017-18, we hosted government ministers and decision-makers at our events. This allowed us to bring our members closer to those at the highest levels of policy development, while introducing senior officials to industry leaders.

For example, the Minister for Defence Industry held a briefing for members in South Australia to share the government's naval ship-building plan. This allowed our members to communicate their views directly with the Minister. Further south, the Minister for State Growth in Tasmania launched our Engineering Workforce Development Plan. This led to an MOU to provide strategic community-sector advice to the Tasmanian Government to inform training and workforce development policy and strategy.

Other government relations highlights for the 2017-18 financial year included giving evidence in February 2018 to a Commonwealth House of Representatives inquiry into the Australian Government's role in the development of cities.

## Media exposure

A key role for Engineers Australia as the peak body for engineering is to raise awareness and appreciation of engineers and the role they play in society.

In 2017-18, we succeeded in developing a much stronger media presence to help build the profile of the engineering profession.

It is evident that we have established ourselves with the media as reliable subject-matter experts. Journalists now come to us for comment as they see us as the trusted voice of the profession. This has led to a very strong mainstream media presence in the past year across all platforms: print, radio, online and television.

For example, during the year, we were interviewed about major news stories, including the Grenfell Tower fire in London and the need for more engineers to develop Australia's future infrastructure.

Our spokespeople were interviewed for broadcast and print stories across the country, including:

- Segments on ABC TV news, Macquarie Media and ABC national radio, as well as articles in *The Age* and *The Sydney Morning Herald* about balcony safety after a home balcony collapsed in Melbourne, killing two women.
- Comment across all Fairfax publications on the Victorian Supreme Court ruling that the Victorian Building Authority could not order builders to fix defects once an occupancy permit or a certificate of final inspection had been completed.

- A front-page *Australian Financial Review* story on our latest jobs and vacancies data, which showed increasing demand for engineers, especially civil engineers.
- Regular appearances on ABC radio, Channel Nine news and in *The Canberra Times* to comment on building safety standards in the Australian Capital Territory, our call for an Australian Capital Territory Chief Engineer and the need for mandatory registration of engineers.
- *Courier Mail* articles on the demand for engineers in Queensland with our jobs data showing growth in engineering vacancies in the state running at more than four times Queensland's overall job vacancies rate.
- A *Weekend Australian* magazine feature about innovative engineering and the importance of getting more young people interested in engineering careers.
- Articles across News Limited publications marking International Women's Day, highlighting the need to encourage more women into the engineering profession.
- An appearance on an International Women's Day feature panel on Jon Faine's ABC Radio Melbourne program *The Conversation Hour*.
- An *Australian Financial Review* story on Engineers Australia's push for mandatory registration of engineers in Victoria.
- A national ABC TV news story on concerns around the low numbers of secondary-school students taking up STEM subjects.
- An opinion piece published in *The Australian* about Australia's risky liquid fuel security. This generated national debate on the issue and led to our representative appearing on a featured panel interview with Channel 10's *The Project*, as well as interviews with *The Age*, *The Sydney Morning Herald* and ABC radio.

## Employer partnerships

To support our strategy of engaging with industry, this year we have again grown our number of national partnerships and delivered seminars and workshops across the country in collaboration with these partners.

These seminars have been held throughout Australia, including in regional locations, and we are increasingly using webcast technology to reach wider audiences who may be unable to attend in person.

More than 12,000 engineers attended thought-leadership seminars and we were delighted to be able to bring a series of international speakers to Australia, supported by our industry partners.

During the year, we have continued to work with engineering employers to support their workforce capability.

This includes more than 2,200 meetings and presentations to employers.

## Social media

Our social media presence grew during the year as we used various channels to reach current and prospective engineers. Engagement, including likes, comments and shares, increased 69% over the last reporting year.

### CURRENT SOCIAL COMMUNITY NUMBERS

**114,300+**

Facebook followers

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**12,800+**

Twitter followers

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**43,700+**

LinkedIn company page followers

---

**57,000+**

LinkedIn Group followers

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**2,700+**

Instagram followers

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**1,100+**

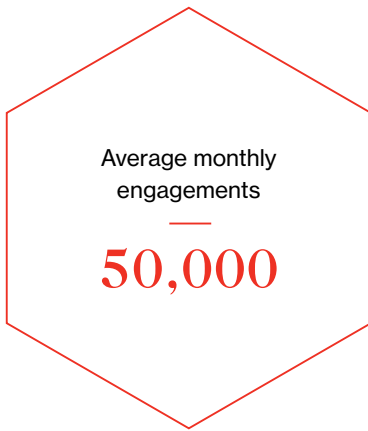
YouTube followers

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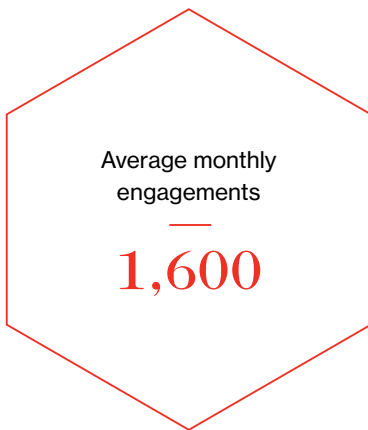


## REACH AND RESULTS FOR 2017-18

### Facebook

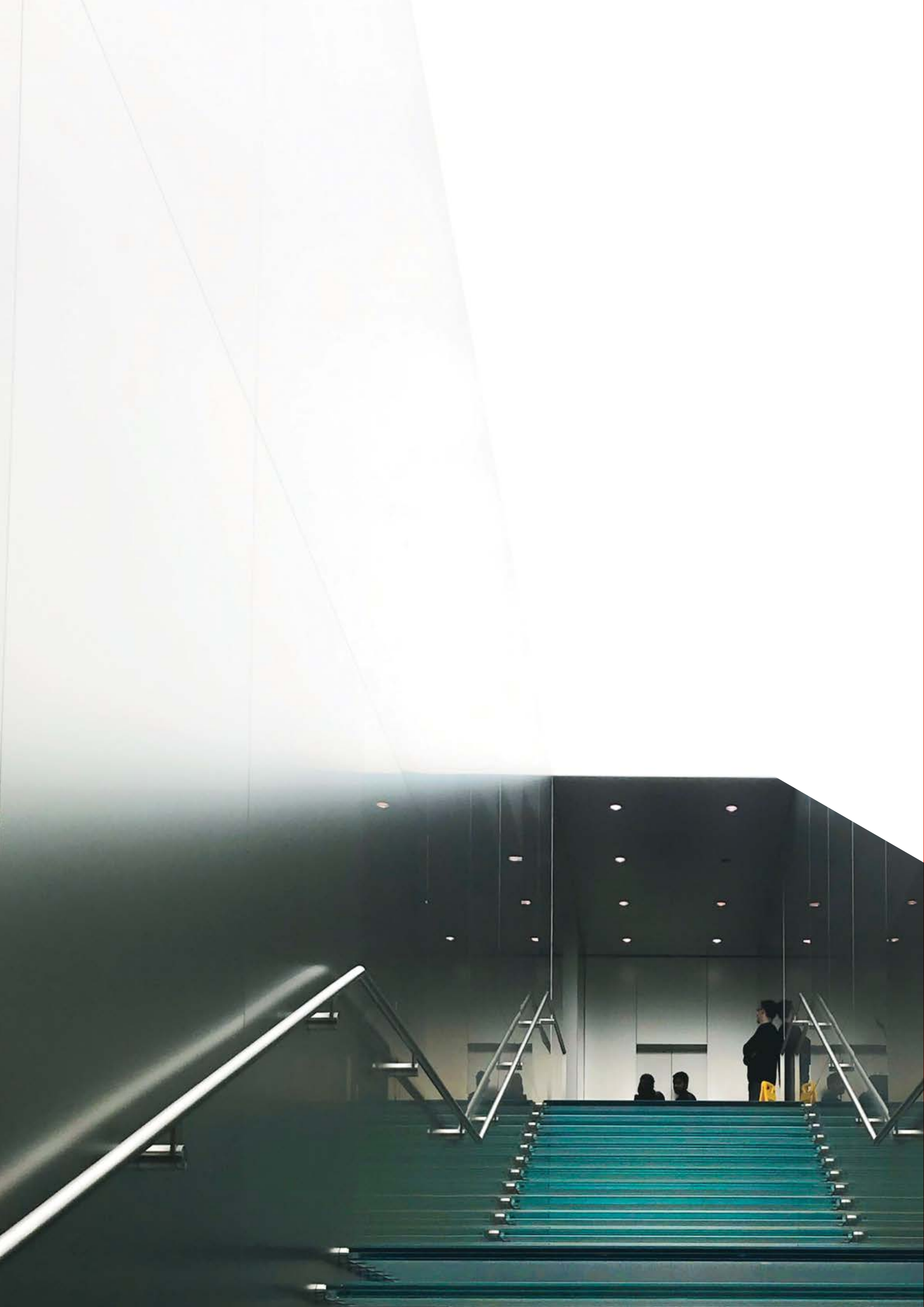


### Twitter



### LinkedIn (Engineers Australia company page)





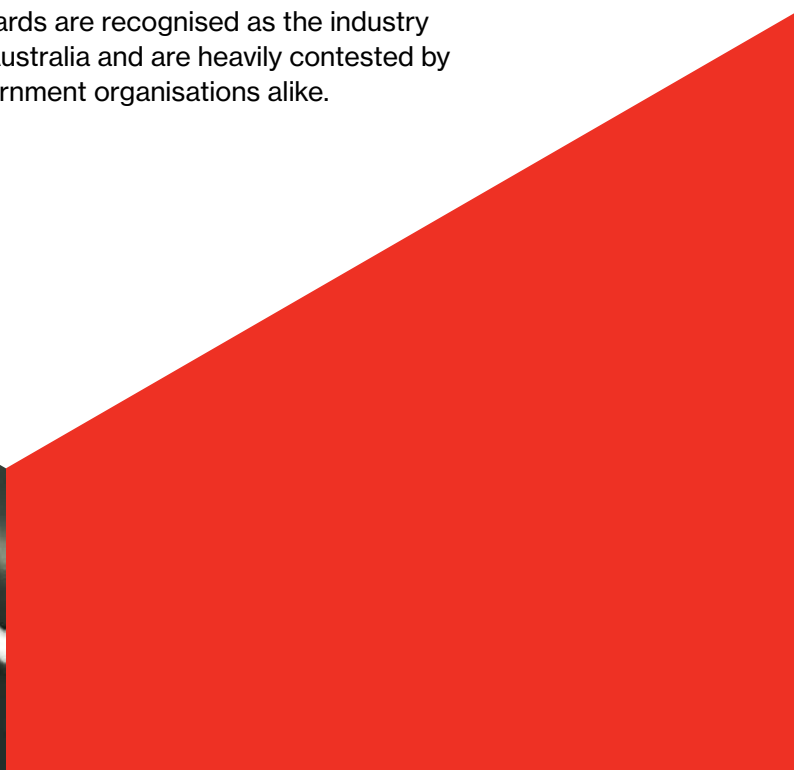
# Provide a professional home for life

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Engineers Australia has almost 100,000 members across numerous engineering disciplines and sectors and in every Australian state and territory, as well as around the world.

We aim to provide a professional home for all engineers, in all locations and at all career stages. Our goal is to provide for members throughout their entire careers – from supporting students and graduates entering the workplace to improving the attraction and retention of women in engineering, or delivering customer-focused, high-quality learning outcomes for engineers across different disciplines, sectors and regions.

Our Member Services Team was recognised as a top-four finalist for the Customer Service Team of the Year at the Australian Service Excellence awards in October 2017. These awards are recognised as the industry benchmark for customer service in Australia and are heavily contested by major companies and government organisations alike.





# Fee-paying membership growing

During 2017-18, our fee-paying membership grew 5% from 56,757 to 59,470. At the same time, we saw a drop in overall membership of 1% to 97,665. This was due to our shift in focus over the past five years, where free student membership was a key pillar of our growth strategy. In the past, we aimed to attract 100% of engineering students as members of Engineers Australia. However, we were not always retaining them as fee-paying graduate members. This growth in fee-paying membership shows our new strategy to retain students as fee-paying graduates is gaining momentum.

| Grade / Division | Total        |
|------------------|--------------|
| Affiliate        | 21           |
| Companion        | 17           |
| Fellow           | 67           |
| Graduate         | 1,317        |
| Member           | 3,003        |
| Student          | 4,741        |
| <b>Total</b>     | <b>9,166</b> |

Table 1: Number of new members between 1 July 2017 and 30 June 2018

| Grade                   | 30 June 15     | 30 June 16     | 30 June 17    | 30 June 18    |
|-------------------------|----------------|----------------|---------------|---------------|
| Member                  | 41,859         | 42,407         | 43,806        | 46,616        |
| Student                 | 44,149         | 39,698         | 35,162        | 31,138        |
| Graduate                | 12,307         | 12,644         | 13,400        | 12,740        |
| Fellow                  | 5,728          | 6,035          | 6,323         | 6,739         |
| Hon. Fellow             | 156            | 164            | 170           | 178           |
| Affiliates & Companions | 182            | 196            | 220           | 254           |
| Total Fee-paying        | 53,653         | 54,558         | 56,757        | 59,470        |
| <b>Total</b>            | <b>104,381</b> | <b>100,144</b> | <b>99,081</b> | <b>97,665</b> |

Table 2: Total membership numbers.



Our goal is  
to provide  
for members  
throughout  
their entire  
careers.

## Our membership growth strategy has centred on adding value to our members, in particular increasing our appeal to graduates.

In 2017–18, following research, we developed a membership growth strategy focusing on improving support to students and graduates. We recognise that early-career engineers are mostly interested in how Engineers Australia can help them establish their engineering careers.

Key initiatives that supported this strategy included:

- **Career webinars:** During the year, we held a 10–part webinar series directly relevant to the needs and interests of students and graduates. The webinars were delivered online, either live or on-demand, providing a flexible and scalable alternative to traditional seminars. In one of the webinars, panelists shared why they joined Engineers Australia and the value their membership provided. About 800 people watched this episode live, with total viewing figures nearing 2,000. Viewing numbers across the entire series grew to about 10,000 in 12 months.
- **Frontier:** Subtitled “The young engineer’s guide to getting ahead”, Frontier incorporates a content hub on our website, as well as an app, targeted emails and a closed Facebook group. Resources fall under three pillars:
  1. Life, which provides information to help young engineers handle exam period and prepare for post-student life, and covers topics of cultural interest.
  2. Career, which focuses on issues such as work experience and internships, interview tips, networking advice and interesting or emerging engineering careers.
  3. Inspiration, an insight into the cutting-edge side of an engineering career to encourage excitement about the future.

The year also saw us launch new products and services for members at all career stages.

Building on the success of *create magazine*, in February 2018 we launched our new content hub, *create digital*.

The content hub publishes in-depth articles, video, infographics and opinion pieces that inspire members to be the best engineers they can and highlight the work happening across the engineering industry. The content comes under five pillars: technology, industry, community, sustainability and career.

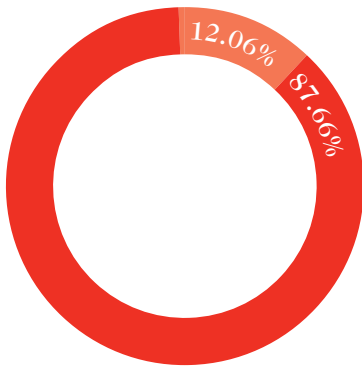
While *create magazine* continues to be printed in hard copy, members also receive access to the new digital edition, delivered to them via email.

In early March 2018, we sent the first edition of our new *Membership Matters* email to all fee-paying members. Each edition includes information about current engineering trends and issues, market developments, best practice, updates on policy and more. Members also receive access to video content via email.

Our member retention rate at the end of the 2017–18 financial year stood at 90%, and is highest amongst Chartered members and Fellows, indicating the ongoing value of these designations.

# Membership statistics

## MEMBERSHIP BY GENDER



11,777

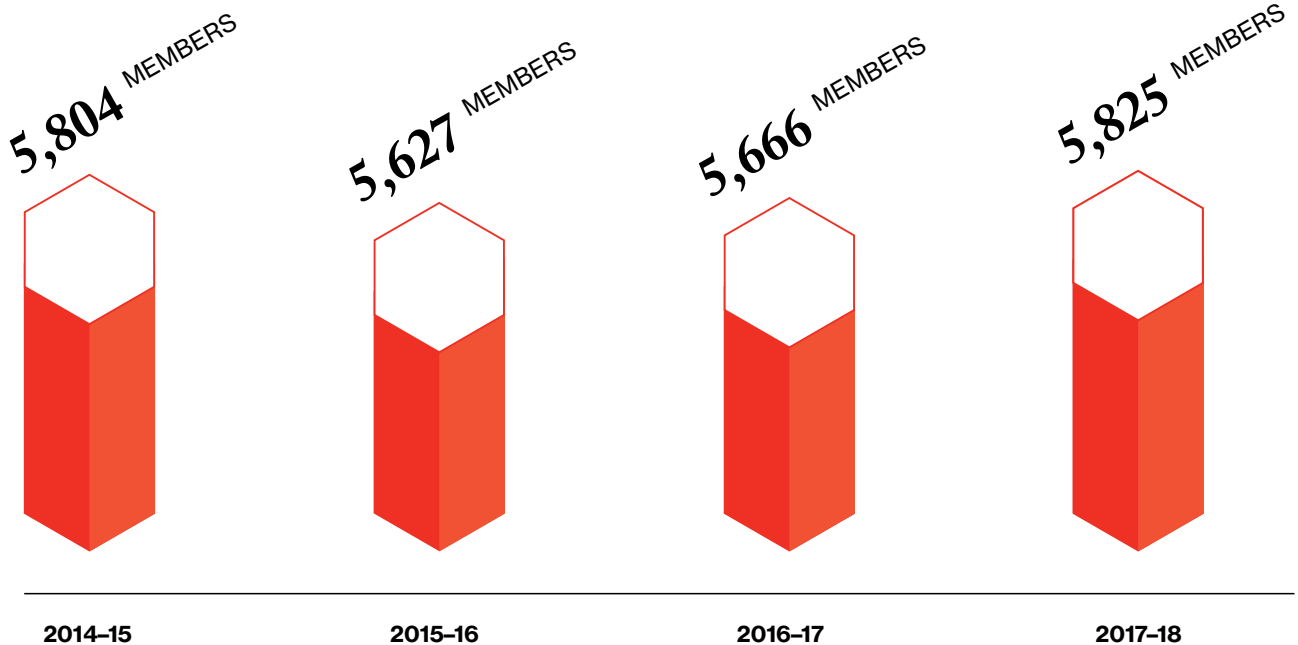
Female Members

85,612

Male Members

Diagram does not include 0.28% of members' whose gender has not been stated.

## INTERNATIONAL MEMBERSHIP





# Total membership

# 97,665



## International Members by Location

|   |  |   |   |                                     |   |
|---|--|---|---|-------------------------------------|---|
| <b>Hong Kong Chapter</b><br>1,095 members | <b>Malaysia Chapter</b><br>1,130 members | <b>Northern Div Indonesia</b><br>44 members | <b>Northern Div Timor-LESTE</b><br>1 member         | <b>Qatar Chapter</b><br>142 members | <b>Singapore Chapter</b><br>444 members |
| <b>UAE Chapter</b><br>249 members         | <b>UK Chapter</b><br>481 members         | <b>Other International</b><br>2,239 members | <b>Total International Members</b><br>5,825 members |                                     |   |



**Members  
by State**

**ACT**  
2,455 members  
2.5%

**QLD**  
21,332 members  
21.8%

**VIC**  
19,816 members  
20.3%

**NSW**  
26,433 members  
27.1%

**SA**  
5,772 members  
5.9%

**WA**  
13,860 members  
14.2%

**NT**  
810 members  
0.8%

**TAS**  
1,362 members  
1.4%

**Total Australian  
Members**  
91,840 members  
94%

## Staying relevant

To ensure that Engineers Australia remains relevant as the profession evolves, our Board has established an Engineering Futures Committee, which comprises Board Directors, our CEO and two eminent external members, Professor Mary O’Kane AC and Mr Keith McLean.

The committee is tasked with addressing questions such as:

- How can engineers best apply new engineering methods to benefit the community?
- What new knowledge and capabilities are changing the nature of engineering?
- Where could Engineers Australia make a substantial and unique contribution to the profession’s ongoing relevance and impact?

Through its work in resolving these questions, the committee will inform the Board’s strategic decisions and allow Engineers Australia to evolve our activities and services to best serve members’ emerging needs.

## Recognising members

Throughout 2017–18, Engineers Australia’s Divisions hosted a number of events, including Fellows luncheons, Chartered celebrations, and gala dinners, to recognise members and present certificates.

- Pursuit of Engineering Excellence events were held in Sydney, Hobart and Canberra, celebrating the success of individual engineering award winners. These events were also opportunities to present certificates to those who achieved significant credential and membership milestones, and to recognise the diversity of the engineering workforce.
- The Harricks Leadership Oration in Sydney and Butters Leadership Oration in Canberra provided an opportunity to honour some of the most prominent individual engineers as Honorary Fellows. Professor Mary O’Kane, who received the 2017 Peter Nicol Russell Career Achievement Memorial Medal, was also honoured at the Harricks Leadership Oration.
- To launch the Western Australia Leaders Conference in September 2017, Engineers Australia hosted a breakfast with guest speaker Lieutenant Commander Matthew Cavedon, who spoke about leadership and high-performance teams. Matthew’s informative and entertaining speech drew on his 17 years’ experience as an Engineering Operations Manager across the defence sector.

- Engineers Australia presented certificates recognising Honorary Fellows, Fellows, Engineering Executives and Chartered members in each Division and awarded various Engineers Australia Awards, the President’s Prize and the Peter Nicol Russell Career Achievement Memorial Medal.
- More than half of Queensland’s Engineering Executives attended the inaugural Engineering Executive Cocktail Party in Brisbane. During the event, an interactive question-and-answer session was held with Volker Richter, Vice-President Quality Management BMW Group.
- We recognised diversity in engineering at the Women in Engineering Gala Dinner in Sydney and various state-based Women in Engineering awards, as well as by presenting the Indigenous Engineering Award in partnership with Territory Generation in the Northern Territory.

## Member services

During the 2017–18 financial year, we introduced a number of new initiatives to help us understand and support our members. These included a member exit survey, annual renewal and retention campaigns, and a student-to-graduate upgrade campaign.

As part of the annual membership retention campaign, we interviewed 200 members who had resigned their membership with Engineers Australia. This gave us valuable insights into the key motivations and triggers that led to these resignations and how we can improve our offerings.

**The 2017–18 student-to-graduate campaign resulted in 2,040 successful upgrades of Student Members to the grade of Graduate Member and retained a further 2,487 Student Members by updating their expected graduation date.**







# Uphold professional standards

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As the peak body for the engineering profession, we are committed to a high standard of professionalism among our members and the industry as a whole. We do this through encouraging every engineering professional to aspire to achieve Engineers Australia credentials. We strive to ensure that accreditation and certification is seen as valuable among not only engineering practitioners but also government and employers.

We are passionate about sustaining world-class engineering education, qualifications and standards of practice, and we support engineering professionals in achieving them through a clear pathway of professional standards.

# Growth in Chartered numbers

In the 2017–18 financial year, 3,043 members became Chartered, bringing the total number of Chartered members to 22,782. This figure is twice the number of new members over the previous reporting period, showing that support for the Chartered credential is growing among engineers and their employers.

The high level of standards and competencies needed to achieve Chartered status is the hallmark of the credential, which recognises members who have reached the highest level of professional standing.

Chartered engineering professionals exhibit internationally benchmarked standards of expertise, professionalism and safety. In turn, they enjoy challenging and creative career opportunities within their industries.

# Registration and accreditation

Aside from the Chartered credential, our strategy to uphold professional standards can be seen in our commitment to the registration and accreditation of engineering practitioners in Australia.

- Year-on-year applications for the National Engineering Register have almost doubled and the number of registrants now stands at 19,641.
- During the reporting year, we added 249 new Engineering Executives, recognising leaders in the profession and taking the total number of Engineering Executives to more than 650.
- We assessed and accredited 196 tertiary engineering programs at 20 institutions, upholding the standards of professional engineering qualifications.

# Improved Chartered application process

In 2017–18, in response to feedback, we streamlined our Chartered application process to make it more user-friendly while upholding the standards and competencies required to achieve Chartered status.

The new process is simpler, quicker and more convenient for applicants, but the Chartered standard and the competencies that underpin it have not changed, nor have our assessment standards.

The Chartered credential plays a vital role in industry and the community in certifying independent, competent and ethical engineering practice. We expect that the improved application process and ongoing marketing will encourage more engineering professionals to apply. Alongside the application process, we introduced more user-friendly pathways, including an interview-only route for those with extensive experience, and a new Chartered pathway for academics.

We also expanded the list of Chartered Areas of Practice to include:

Aerospace engineering

Amusement rides and devices in-service inspection

Asset management

Building services engineering

Cost engineering

Fire safety engineering

Heritage and conservation engineering

Naval architecture

Petroleum engineering

Oil and gas pipeline engineering

Pressure equipment design verification

Project management

Risk engineering

Sub-divisional geotechnics

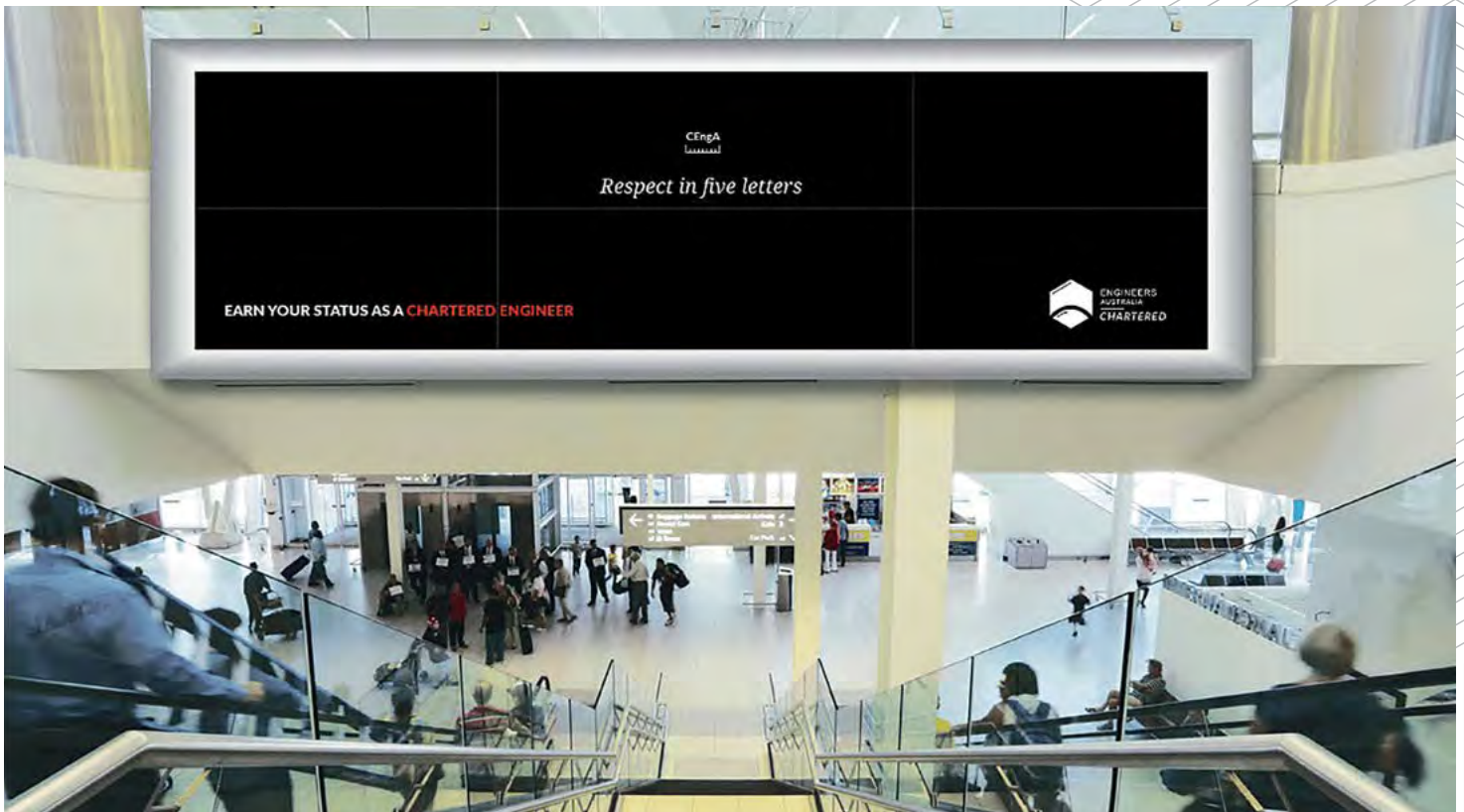
Systems engineering

# Respect in 8mm

Our *Respect in 8mm* advertising campaign, developed to improve the perception of Chartered status, won gold in the prestigious International MarCom Awards. The campaign was rolled out across billboards, social media, and print publications. Its success was evident, as more than 6,000 Chartered self-assessment tests were completed in its first month.

MarCom, administered by the Association of Marketing and Communication Professionals, is one of the largest, most-respected creative competitions in the world. It honors excellence in marketing and communications, with about 6,000 print and digital entries submitted from dozens of countries.





## Engineers Registration Bill 2018 (Victoria)

We continue to work with the Victorian Government and all stakeholders to push for mandatory registration of engineers in Victoria. Our involvement means that the legislative framework will ensure that engineers working in Victoria have the correct qualifications and meet the professional standards that the public, government and industry expect.

We firmly believe this registration will lift the profile of professional engineers and support the momentum towards a national framework.

While the draft legislation was passed by the Lower House, a busy parliamentary schedule meant that the Bill had not proceeded to a vote in the Upper House when Parliament rose for the final time before November's state election.

Engineers Australia is disappointed that the legislation did not proceed to a vote in this term of parliament despite strong support from the Andrews Labor government. With the Engineers Registration Bill now lapsed, we will continue our discussions with both sides of politics as we work to ensure that engineering regulation remains a priority in future parliaments. With preparations for the state election well underway, this will remain a central part of our discussions in the lead-up to November's election.

We will still work towards our stated policy position that the National Engineering Register would be a suitable pathway

to registration for any scheme adopted in Victoria, as it is in Queensland. Other jurisdictions around the country are in various stages of considering similar legislation and we maintain that the many benefits of lifting the professional standards of engineers through mandatory registration include reduced risks to the public, industry and consumer protection, and greater professional recognition.

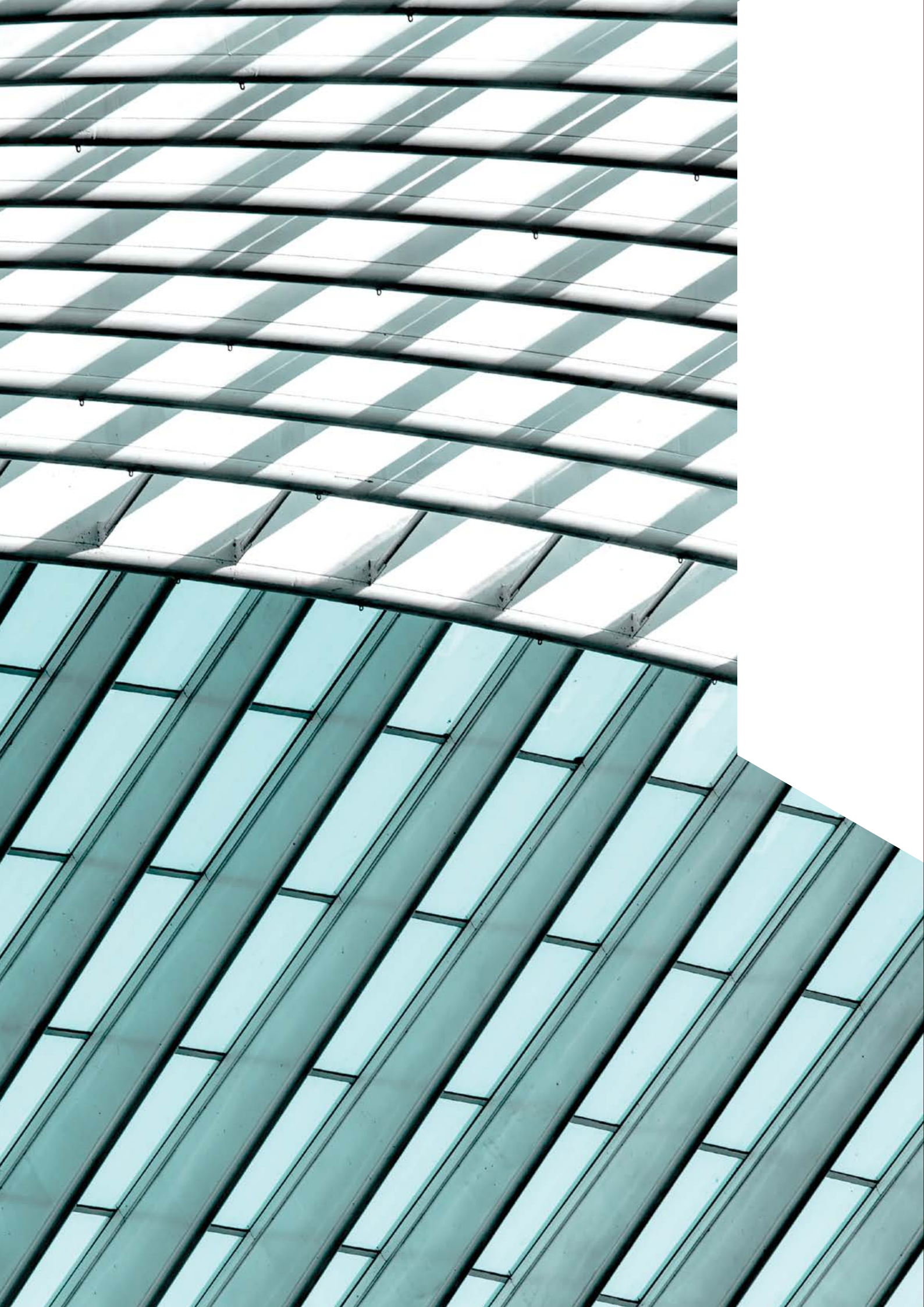
## Defence partnership

In 2018, we signed an agreement with the Australian Defence Force to accredit and register Defence Air Domain engineers and technicians. This partnership acknowledges the considerable skill and knowledge of senior defence engineering personnel, while boosting Engineers Australia's credibility as the peak industry body.

Under the agreement, Engineers Australia will recognise senior technical Defence personnel who meet, and in some cases exceed, the international benchmarks of competency used by Engineers Australia.

This provides the Australian Defence Force with international recognition of its modern defence capability and the high standard of its workforce.

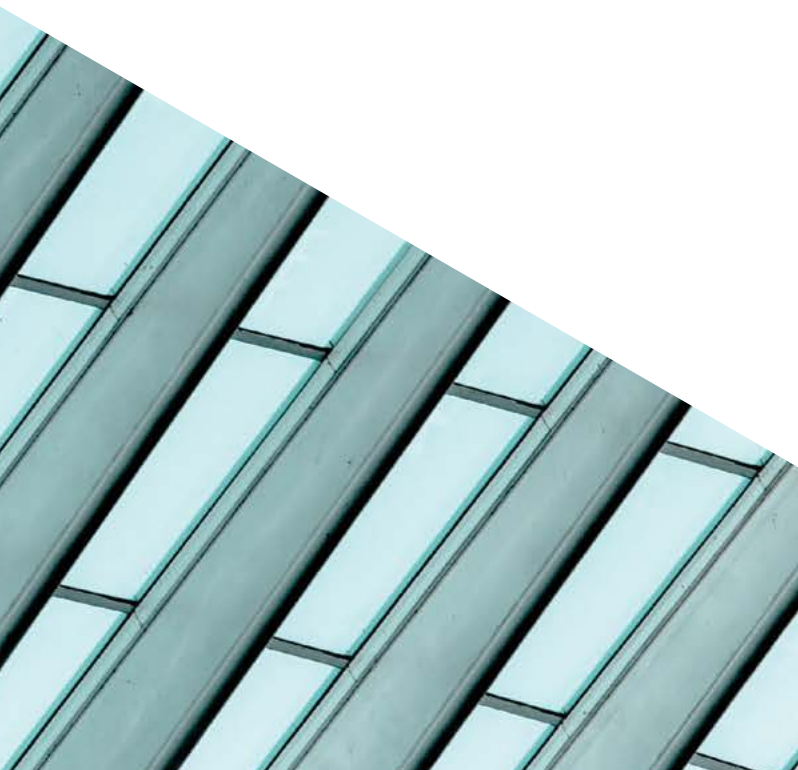




# Create tomorrow's engineers

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Engineers Australia is committed to inspiring young people to shape the future as engineers. We work with others to increase the awareness and attractiveness of engineering opportunities across disciplines and sectors and to improve the diversity of the profession. This, in turn, creates a healthy pipeline of engineers to ensure Australia can prosper and thrive. In 2017-18, we focused our efforts across a range of activities and events, communication tools and in-school programs.





# STARportal

Engineers Australia led the creation of the first national database of STEM activities – the STARportal – in collaboration with the Office of the Chief Scientist.

In August 2017, our Chief Executive Officer, Peter McIntyre, along with Chief Scientist Dr Alan Finkel AO and the then-Minister for Industry, Innovation and Science, Senator Arthur Sinodinos AO, launched the STARportal at Parliament House.

This online resource is designed to help parents, teachers and students to find STEM-based activities, and can be searched by area of interest, age and location. It also gives STEM providers a tool to engage directly with their target market. It is Australia's first centralised national portal for exciting and engaging STEM activities from around the country.

## EngQuest

EngQuest is our program to encourage lower-primary, primary and middle-years students to work in teams and apply their problem-solving skills to design, construct

and test engineering projects across a range of disciplines. Teachers register for the program via the EngQuest website, which gives them access to curriculum-appropriate engineering

**IN 2017-18, 1140  
ENGQUEST PACKS  
WERE SENT OUT TO  
SCHOOLS ACROSS  
AUSTRALIA.**

projects, teaching resources and an education pack. Students can also access information, resources and games through the website to assist in their learning.

## Events and activities

Each year, Engineers Australia engages with young people across the country through a variety of events and initiatives that promote the value and enjoyment of a career in STEM. We place particular emphasis on attracting young women to the profession.

Highlights of 2017-18 included:

### EDUCATION

- Honeywell Engineering Summer School: 75 students, largely from rural and regional New South Wales, converged on Sydney in December 2017 to explore a variety of engineering courses and engineering career pathways. The event included half-day visits to five universities, as well as to industry partners.
- EngTalk: This program reaches out to Western Australian high schools to inspire the next generation

of engineers. Engineers Australia members volunteer their time to share their experiences and shine a spotlight on engineering as a potential career.

- Ultimate Drone Challenge: This program encourages students to explore STEM-related challenges with drones in the Northern Territory.
- Mentoring training program: This program was developed for the Northern Territory engineering sector to upskill coaching and mentoring capability.
- STEM X Academy: Run by the Australian Science Teachers Association, this program is in its third year. Engineers Australia sponsored five teachers to attend the Canberra event.
- Engineering Games: Engineers Australia's 2017 Engineering Games attracted the largest group of competitors in the history of the games. More than 300 students from the Australian Capital Territory and surrounding region competing in a range of engineering activities. Aranda Primary School won the overall event, taking home 30 prizes.
- Cochlear Autumn School of Engineering: This five-day program is offered annually to around 50 Year 11 and 12 students in the Sydney metropolitan area. It gives high-school students a better understanding of what engineering is and how it works in everyday life, and includes informal discussions with working engineers about their career journeys.
- STEM training workshop: we partnered with The Engineering Link Group in Queensland to provide a STEM training workshop for teachers.
- The Straw Tower competition: This annual competition for Year 4 students in Newcastle and on the Central Coast continues to grow.
- Engineering Studies Teacher Program: This program is an initiative of the Newcastle Education Subcommittee. These sessions, held face-to-face and via webinar, help teachers to contextualise the theories given in the Stage 6 syllabus to real-world applications of engineering. The New South Wales Education Standards Authority (NESA) has endorsed the program, allowing teachers to claim professional development hours for attending.

### ENGAGEMENT

- STEM advisory panel: Engineers Australia is represented on the Western Australian Government's STEM advisory panel. The government has committed to providing funding of more than \$3.3 million over four years to kick-start implementation of the state's STEM strategy.

STARPORTAL STATS



88,025

Total Page Views



19,179

Total Users



204

Approved Providers



694

Approved Activities



- **STEM Industry, Education and Community Advisory Group:** We continue to participate in this initiative of the South Australian government. Our role is to help industry drive increased engagement of students in STEM subjects.
- **STEM roundtable:** We hosted a STEM roundtable in Queensland to bring together local STEM activity providers to share knowledge and discuss future collaborations.
- **Inspiring Australia NT:** Engineers Australia chairs this strategy, which supports community participation in STEM activity.
- **Goldfields Careers Expo in Kalgoorlie:** Engineers Australia attended this expo, along with more than 300 students and 150 community members. 82% of students who attended agreed that they felt more inspired to pursue a career in STEM, and 74% said they would try to learn more about STEM careers.

## Women and girls in engineering

**Driving Diversity Scholarships:** We have partnered with Caterpillar Inc and Hydro Tasmania to award scholarships to female students entering the first year of an engineering qualification.

- **SySTEMic Collaboration:** This project pairs up students – 50% of whom are female – with engineering companies and consultancies to develop STEM projects, funded by the Northern Territory Department of Education. At the end of 2018, the students will present their projects to a panel of experts, with the winning teams sponsored to attend STEM camps.
- **Robogals' Science and Engineering Day:** We sponsored this day filled with exciting STEM challenges for girls. Learning to work as a team, the girls programmed Lego Mindstorm robots, designed and built bridges, and gained an insight into technology such as the Microsoft HoloLens.
- **STEM-based industry partnerships:** We hosted Akorn Education Services' program designed to take children, especially girls, out of the classroom and into a place of work, where they are taught the fundamentals of engineering and are challenged to solve real problems. About 50 girls, teachers, support staff and parents attended across the week.
- **Women in Engineering Sydney Experience IT Conference 2017:** The 2017 conference attracted 150 Years 8, 9 and 10 female students from across New

South Wales, who attended an immersive engineering experience delivered in collaboration with universities and engineering businesses from across the state.

## Warman Design and Build Competition

Engineers Australia's Warman Design and Build Competition, sponsored by Weir Minerals, celebrated its 30th anniversary in 2017.

The competition pitches students into the fictional world of Gondwana, where colonists have turned to budding student engineers from Earth to help solve complex problems. Students are put through their paces to solve intricate challenges that need fast, effective and manageable solutions.

About 22 universities and 2,400 students are involved each year, with teams competing to win the chance to progress to the National Final.

First- and second-year mechanical engineering students from universities across Australia, China, Malaysia and New Zealand competed in the National Final at the Powerhouse Museum, Sydney.









# Operate sustainably

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As a peak body, it is vital that we can deliver services to our members effectively and efficiently.

We are committed to working with staff and volunteers to continually improve our ways of working. We manage costs by operating efficiently and effectively through adopting a data-driven and performance-based culture. We also work to diversify our income streams by launching new, valuable offerings.





# People management framework

We recognise that good people-management begins with attracting, developing and retaining high-performing individuals who are passionate about working collaboratively.

Our staff management life cycle begins with a new hire's induction. We continually work with all staff to ensure they can access the best-available support and resources to not only help us and our members, but to also ensure high levels of career satisfaction.

The benefits of our framework can be seen in the positive results in our 2017 Staff Survey below.

## Staff survey

In late 2017, we undertook our second staff survey, resulting in a Staff Engagement Score of 74%, a sharp increase on the 50% score achieved in 2016. This score is calculated by measuring commitment, job satisfaction and intention to stay. Our progress score, which measures staff perception about our performance against our organisational achievement, remained reasonably steady at 50%.

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### Higher-performing practices

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Teamwork (91%)

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Role clarity (87%)

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Safety (87%)

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Work/life balance (84%)

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### Lower-performing practices

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Career opportunities (40%)

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Technology (38%)

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Processes (33%)

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Cross-team cooperation (30%)

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### Most-improved practices

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Staff engagement (+24%)

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Performance appraisal (+24%)

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Reward and recognition (+16%)

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Wellness and workload (+13%)

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## SUMMARY OF RESULTS OF STAFF SURVEY

Following the publication of the survey results, we established focus groups to identify and consider areas of improvement in the following areas:

- **Technology:** ensuring that our technology is up to date, fit for purpose, and well-integrated. We continue to look for opportunities to improve our customer experience and achieve business outcomes.
- **Processes:** improving clarity around lines of responsibility, while continuing to seek process improvements by embedding new systems, monitoring process changes and identifying areas where streamlining of procedures can occur.
- **Cross-unit cooperation:** fostering communication and knowledge-sharing across the organisation.

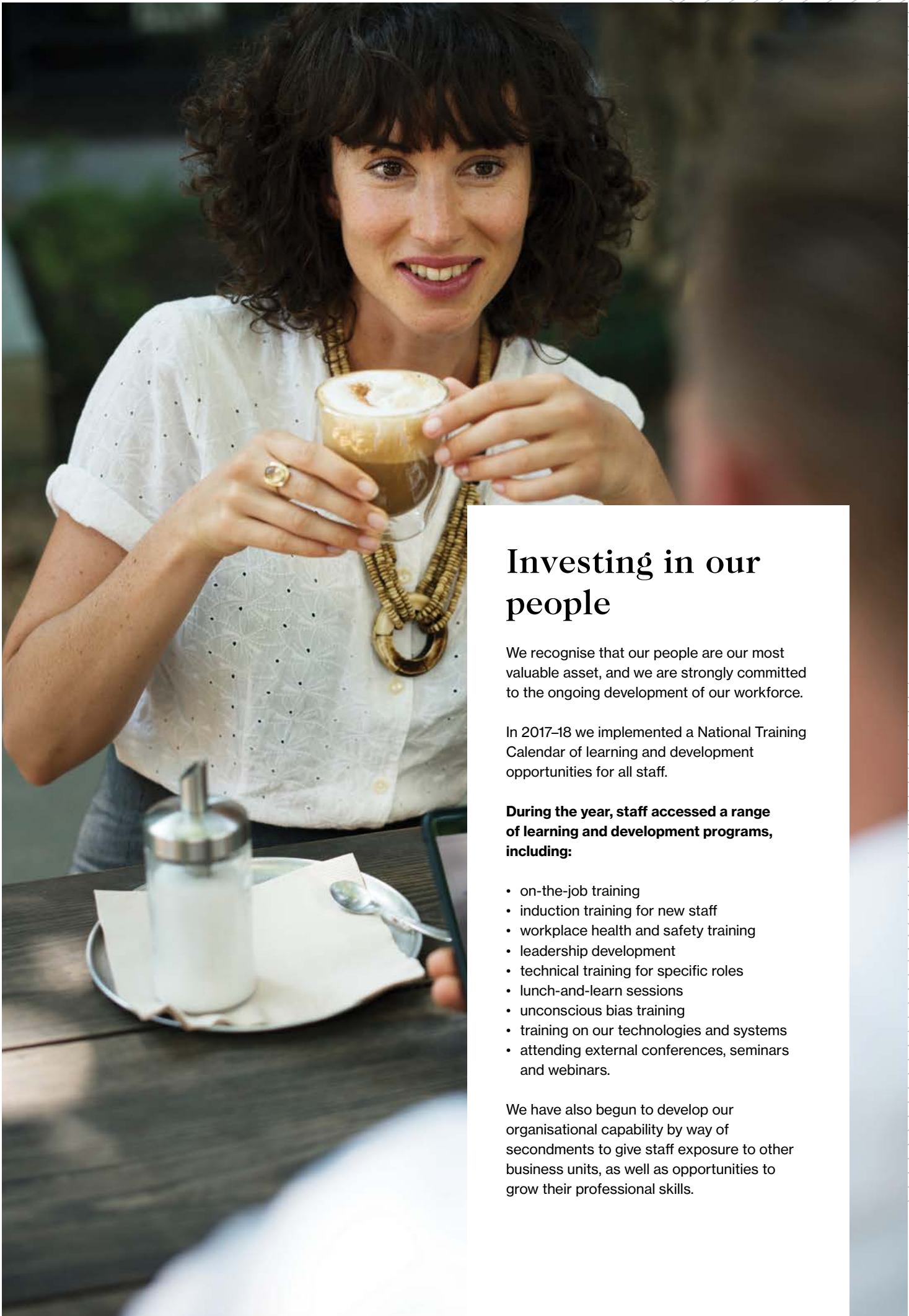
New organisational values have been developed out of the focus group work, and will be implemented in 2018–19.

## People and Culture Committee

In August 2017, our CEO established the Executive People and Culture Committee to ensure that we can attract, develop, retain and motivate a high-performing workforce. This committee liaises closely with the Board's People and Culture Committee.

The committee meets quarterly, and this year has:

- overseen the second Engineers Australia Staff Survey
- supervised the production of a set of our workforce demographics
- sponsored a review of the employment contracts of all employees, moving away from fixed-term contracts and creating ongoing employment contracts
- overseen a revision of staffing-related policies and procedures
- sponsored a project to develop and implement organisational values
- sponsored an audit focusing on workplace health and safety across all work sites.



## Investing in our people

We recognise that our people are our most valuable asset, and we are strongly committed to the ongoing development of our workforce.

In 2017-18 we implemented a National Training Calendar of learning and development opportunities for all staff.

**During the year, staff accessed a range of learning and development programs, including:**

- on-the-job training
- induction training for new staff
- workplace health and safety training
- leadership development
- technical training for specific roles
- lunch-and-learn sessions
- unconscious bias training
- training on our technologies and systems
- attending external conferences, seminars and webinars.

We have also begun to develop our organisational capability by way of secondments to give staff exposure to other business units, as well as opportunities to grow their professional skills.

# New organisational structure

In November 2017, after a high-level review of our staff and structure, we announced a new organisational structure to support our strategy and plans.

As part of the restructure, we welcomed three new Executive General Managers in early 2018.

**The new structure recognises that to succeed, we must:**

- become more customer-focused
- deliver an improved member value proposition
- embrace technology as a way to give all members access to more services on demand.

This will help us improve our effectiveness and efficiency in delivery and is supported by a stronger project-management capability.

# Work health and safety

We are unconditionally committed to ensuring the highest possible standards of work health and safety (WHS) in all regards, across all our offices and worksites.

This year, we revised all of our workplace health and safety policies and procedures, and all staff, office bearers and volunteers completed an online training module to ensure they understood and complied with these new policies and procedures.

In early 2018, we engaged an accredited external workplace health and safety auditor to audit compliance with our WHS policy, procedures and legislation. This audit review process led to the development and implementation of a set of site-specific action plans, covering all aspects of WHS management, including:

- facilities/property management
- correct use of equipment and resources
- providing manual handling training to staff
- putting in place emergency management plans and required WHS-oriented signage.

We expect all identified action plans will be completed in the second half of 2018.

# Engaging volunteers

Engineers Australia draws on the expertise of a large group of committed members who volunteer their time and

effort to ensure the ongoing success of our organisation. From this year we have included specific questions in our quarterly member survey that explore volunteer needs and satisfaction, with a particular focus on our regional volunteer community. These measures are included as an organisational key performance indicator (KPI) against our business plan and reported as a dedicated Net Promoter Score. This recognises the critical role of our volunteer and office bearer community, and by formally incorporating this feedback into our KPIs, we hope to provide a more rewarding and engaging experience for our volunteers.

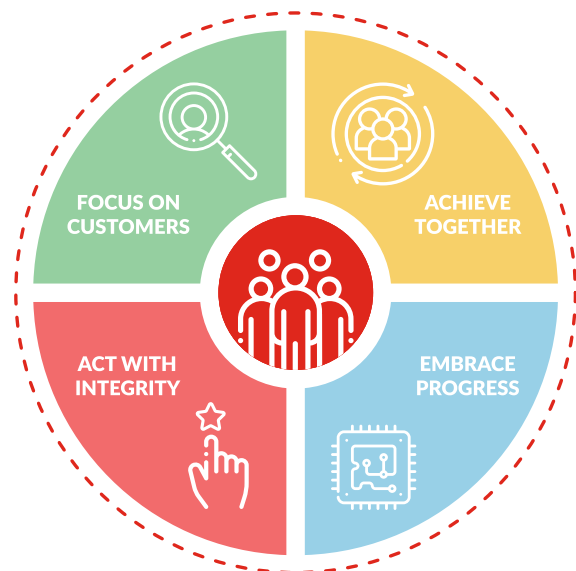
# Our organisational values

We recognise the need to be clear on what we stand for as an employer and what we expect and encourage in our staff.

A key outcome of the 2017 Staff Survey was that our staff and executive team identified the need for a set of specific organisational values to enhance our work environment through setting standards and expectations for all employees.

We consulted staff throughout April and May 2018 via an online survey, to which 65% of our workforce responded.

We also consulted with Board directors to finalise the values – Focus on Customers, Achieve Together, Act with Integrity and Embrace Progress – which were communicated and implemented from July 2018.



# Workforce demographics\*

\*as at 21 June 2018



## 304

Employees in Total



## 32

ELT/Business Unit Leaders  
(50% female, 50% male)



## 3.9 years

Average length of service



## 174

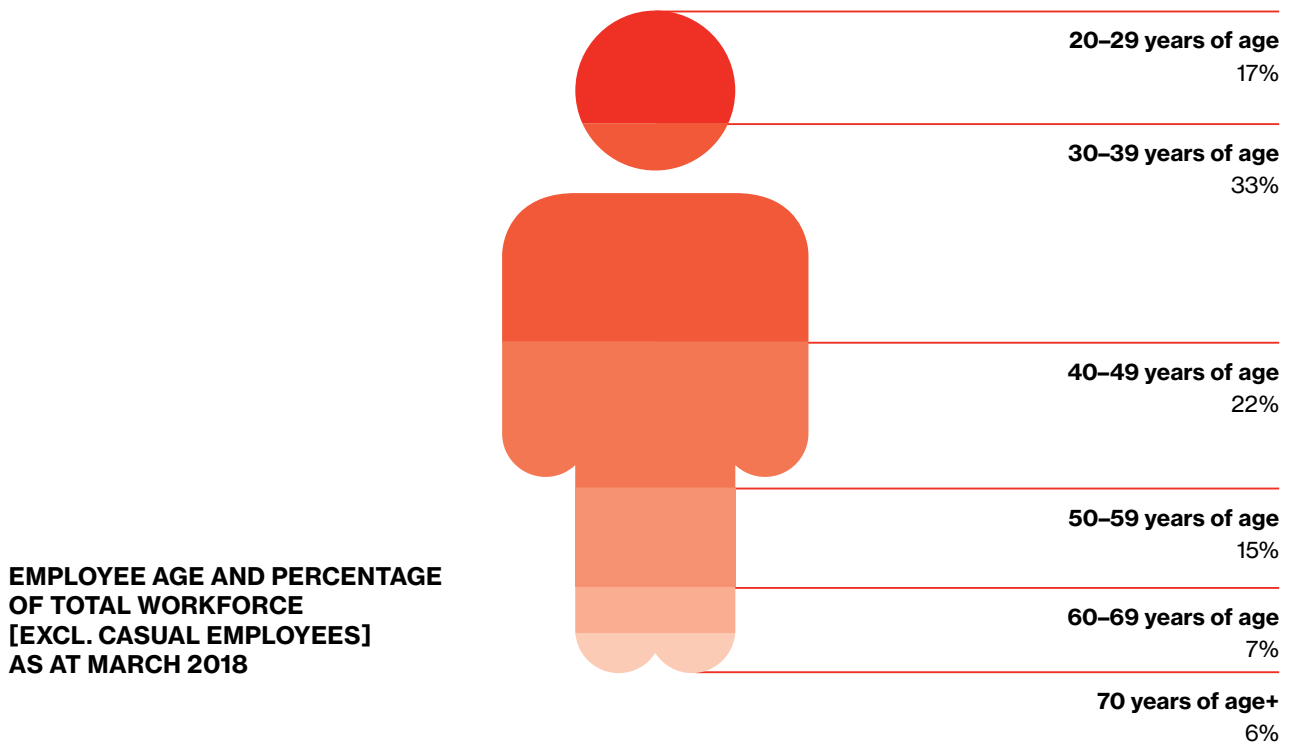
Female employees (57%)



## 130

Male employees (43%)

## Workforce Age Profile





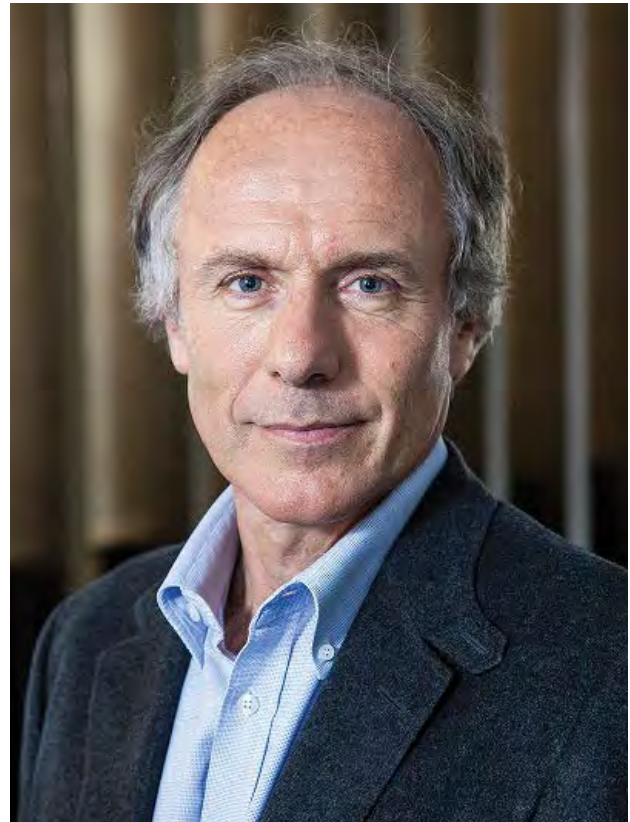
# Peter Nicol Russell Memorial Medal Winner

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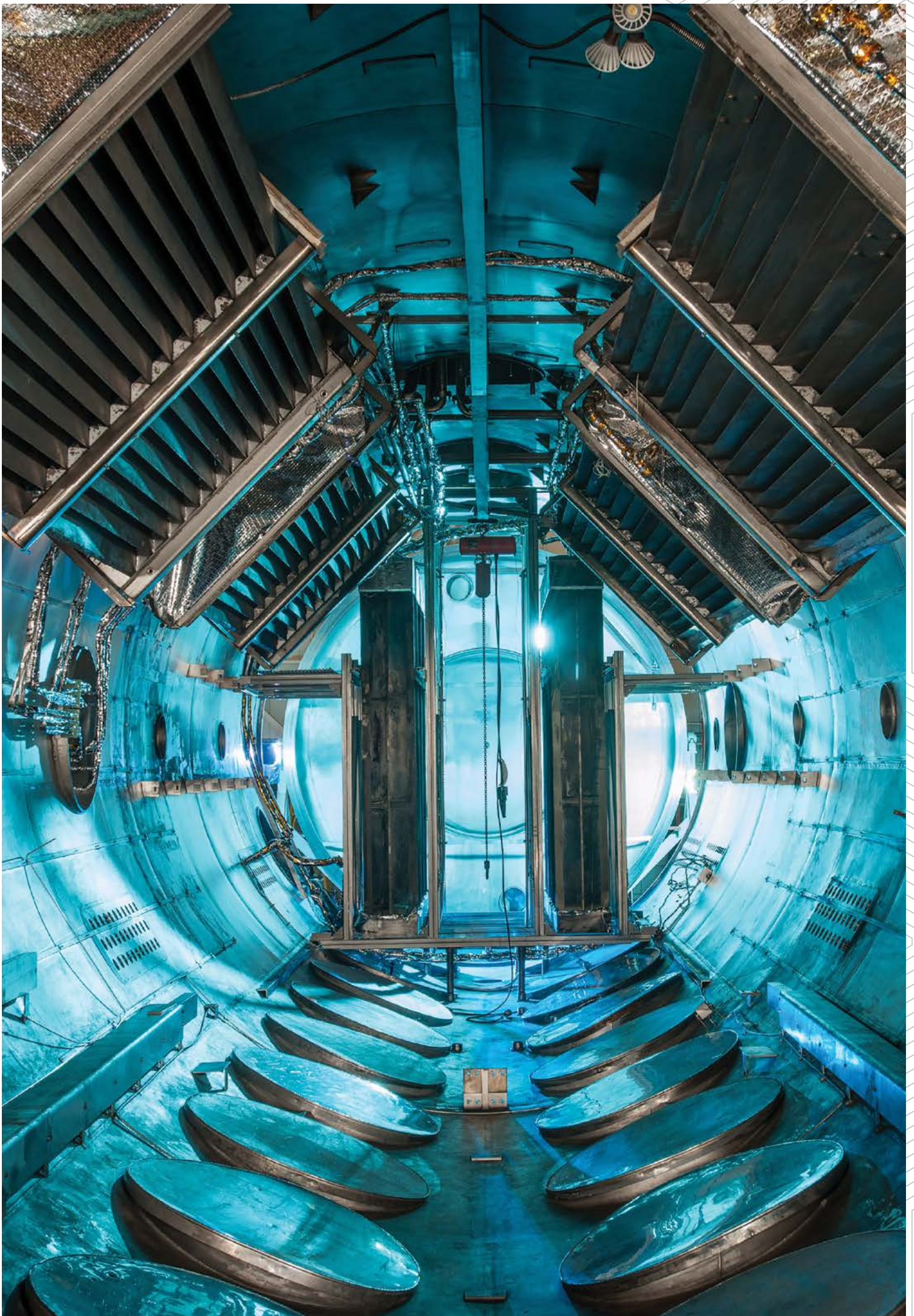
Dr Alan Finkel AO is one of Australia's most eminent and respected engineers. His galaxy of achievements is characterised by the extraordinarily broad spectrum of contributions with impact on the engineering profession, technology and the community. These contributions have touched and inspired generations of Australians, and will continue to do so for decades to come.

Dr Finkel has excelled, and through his intellectual abilities continues to excel, in seemingly every domain to which he applies his mind. His engaging enthusiasm, his persistent spirit of enquiry, his remarkable skills in communicating simply and clearly, and his good-humoured ability to draw the best from those with whom he works, ensures that he constructively brings people along. He has gained universal respect for his scholarship, his intense spirit of enquiry, his unrelenting search for scientific truth, and his intellectual and moral honesty. He is quick to encourage and slow to assign fault.

Beyond all these attributes, his inspiring leadership abilities set Dr Finkel apart – an individual to bring out the best that Australians can achieve in engineering and technology. The Peter Nicol Russell Memorial Medal is an award richly deserved.











# Diversity and inclusion

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As the peak body for Australian engineering, we must lead the way. Our Board has committed to achieving at least 30% female representation on the Board of Directors, College Boards and all other committees by 2020. In some areas we are well ahead of 30%, but there is still work to be done.





Only 13.6% of engineers in Australia are female.

We believe that the profession must adopt new approaches to increase diversity and encourage engineering organisations to set diversity targets. The business case for diversity is clear:

- increased financial performance
- better innovation and decision-making
- increased employee satisfaction (among diverse teams).

Our Gender Diversity and Inclusion Statement outlines the case for achieving greater gender diversity and inclusion in our workplace, while our Diversity and Inclusion Action Plan actively promotes the importance of gender diversity to the profession, members, the Engineers Australia office-bearer community, and staff.

As part of our commitment to diversity and inclusion, we have revised our policies to support a diverse workforce by providing a good work-life balance. Changes include the introduction of domestic violence leave and more generous carer's leave. During the year, we also completed an initial gender pay gap review, with further work to follow.

## Male Champions of Change

Engineers Australia CEO Peter McIntyre has joined 15 of Australia's most influential leaders as a Male Champion of Change in STEM, helping to lead the charge on gender diversity. The group is convened by Ann Sherry AO and comprises influential leaders from industry, academia and government working together to help redefine men's roles in taking action on gender inequality as part of the Male Champions of Change (MCC) Institute.

Engineers Australia supports the MCC vision and, through its participation, aims to lead meaningful action that achieves change across all industries, not just engineering.

*I am proud to be a part of the Male Champions of Change STEM Group, working alongside our professional community to advocate for and act to advance gender equality. I am passionate about accelerating progress within our organisation and the broader engineering profession.*

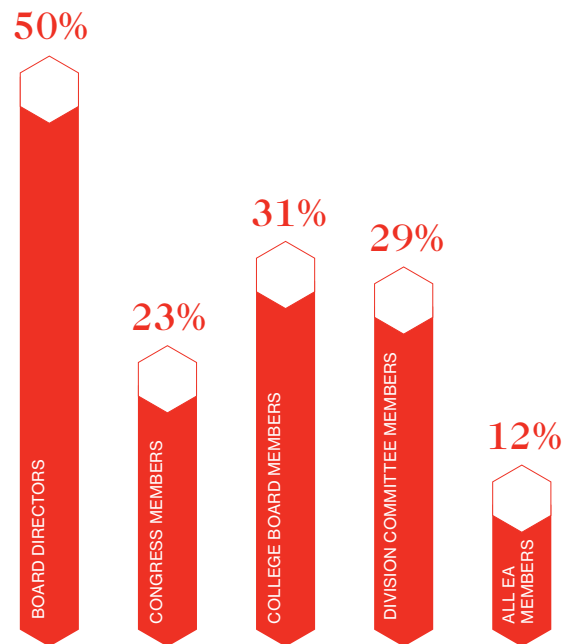
– Peter McIntyre, Engineers Australia CEO

## Raising awareness

Engineers Australia also works with the media to raise awareness of the importance of diversity and inclusion in the engineering profession. Our media successes on this subject include:

- An interview with Fairfax media about Engineers Australia's target of women making up 30 per cent of Engineers Australia's Board members, managers, staff and volunteers. This story was syndicated nationally online and appeared in the hard copy of *The Canberra Times*.
- Engineers Australia's commentary on AECOM's decision to offer parents 12 weeks' leave to fit with school holidays was featured on ABC News 24 and in Fairfax media.
- Engineers Australia's statistics on the low percentage of qualified women engineers were discussed on Channel 10's *The Project* Sunday night show and syndicated nationally for the United Nation's International Day of Women and Girls in Science.
- Coinciding with International Women's Day, Engineers Australia featured in Brisbane's *The Courier Mail* calling for industry action to 'cast a wide net' and attract more women engineers to the profession.

### FEMALE REPRESENTATION 2017-18



## International Women's Day

To celebrate International Women's Day on 8 March, Engineers Australia hosted three International Women's Day lunches, in Melbourne, Brisbane and Sydney, featuring speakers from industry and academia. The events attracted almost 1,700 people and notable attendees included Victoria's Chief Engineer, Colette Burke; Arcadis Group Executive for Asia Pacific Greg Steele; Jacobs Vice President, Patrick Hill and Pro Vice-Chancellor of Swinburne University Professor Sarah Maddison.



**OUR BOARD HAS COMMITTED  
TO ACHIEVING AT LEAST 30%  
FEMALE REPRESENTATION ON  
THE BOARD OF DIRECTORS,  
COLLEGE BOARDS AND ALL  
OTHER COMMITTEES BY 2020.**

Pictured Trish White (middle) at the International Women's Day Melbourne event,  
March 2018.







# Environmental sustainability

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Engineers Australia is committed to incorporating principles of sustainability into our day-to-day operations. All employees are educated on our waste management practices as part of their induction. Signage is displayed in kitchens, near printers and in utility rooms. The 'Think before you print' slogan is also displayed at the bottom of every email across the organisation and has made a significant impact since its inception in 2017.

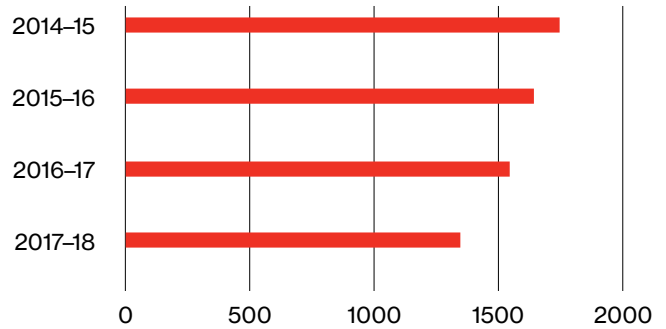


In 2015, we implemented a Sustainability Action Plan to outline our short- to long-term commitments to sustainability. This plan helps us to establish and monitor the improvement and progress of our sustainability targets.

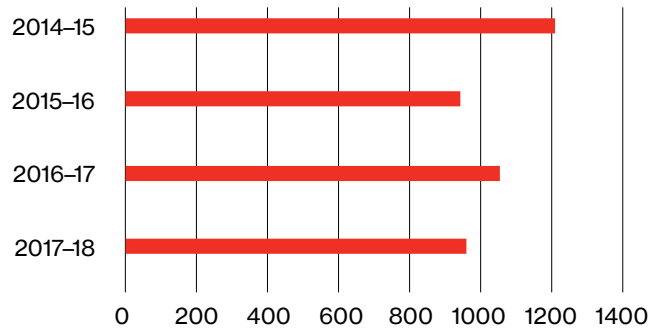
In 2017-18, we achieved the following goals against the plan:

- Paper usage decreased by 13%.
- Electricity and gas usage was down 16% compared with last year. The decrease is mainly due to our Newcastle office moving to smaller leased premises.
- We actively participated in sustainability recycling initiatives, including the Australia Post and Nespresso recycling programs, and a mobile phone and battery recycling drive.
- Our Canberra office achieved re-accreditation with the Australian Capital Territory Government Actsmart business recycling program. Since beginning the program in 2011, we have reduced our waste to landfill by 63% and increased our recycled component by 44%. This program is audited annually by measuring all streams of waste throughout the Canberra office.
- By separating all waste in the Canberra office we have diverted 1075 kg of organic waste from landfill.
- Our green procurement policy mandates the use of 100% Australian-made recycled paper where possible.

### PAPER USE - NUMBER OF REAMS

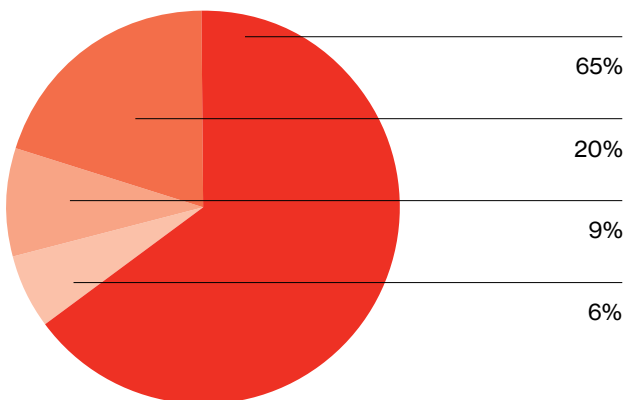


### GHG EMISSIONS TONNES CO2-E

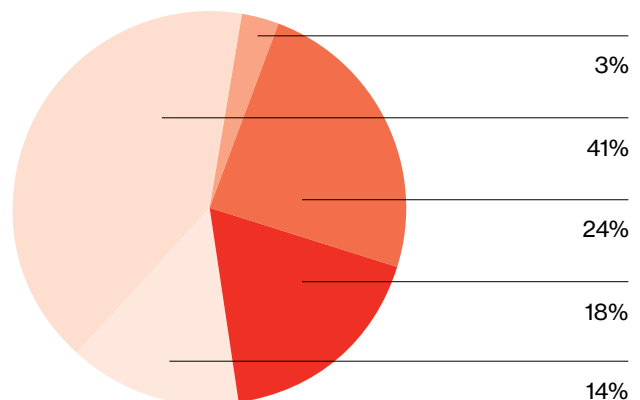


We estimate the carbon impact from our 2017-18 energy usage at 961t CO2-e, an 8% decrease on last year. Our emissions come from electricity and gas used across all our offices, which mainly use electricity, with our Canberra premises using natural gas for heating.

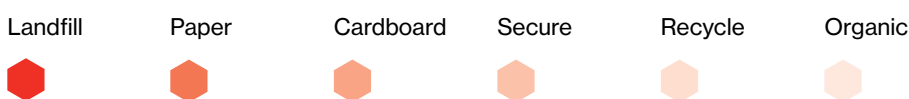
### 2011 AUDIT COMPOSITION



### 2017 AUDIT COMPOSITION



### Sustainable Audit







# Thank you

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Engineers Australia has more than 4,000 volunteers and office bearers, supporting the breadth of Engineers Australia's work to advance the science and practice of engineering for the benefit of the community.

We rely on our volunteers for their thought leadership, strategic input into advocacy work, engagement strategies and assistance with our Continuing Professional Development (CPD) programs. Through the shared vision and leadership of our volunteers and employees, we are proud of what we have and will continue to achieve together.

The strength of our groups and committees comes from the members who bring their skills, expertise, depth of knowledge and enthusiasm to advancing the profession through working in partnership with employees and we would like to express our appreciation for their voluntary contribution.

Our volunteers are also our ambassadors – their ability to talk knowledgably and passionately about the benefits of being part of Engineers Australia makes a huge difference to our future success.

We are privileged to have so many members that want to give back to the profession and community as an Engineers Australia volunteer. Without our volunteers, much of the support we provide would not be possible.

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**Engineers Australia  
Board Directors**

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32

**Members of Congress**

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9

**Division Committees**

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9

**College Boards**

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6

**Overseas Chapters**

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30

**Technical Societies**

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12

**National Committees**

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200+

**Other groups  
and committees**

# Division Presidents



**Mr Nick Clarke**  
*CSG TFIEAust CEngT  
EngExec NER*

**Canberra Division  
President**



**Mr Phil Gee**  
*FIEAust CPEng EngExec  
NER APEC Engineer  
IntPE(Aus)*

**Tasmania Division  
President**



**Mr Ken Gillard**  
*FIEAust CPEng NER APEC  
Engineer IntPE(Aus)*

**Queensland Division  
President**



**Dr Alice Howe**  
*FIEAust CPEng EngExec*

**Newcastle Division  
President**



**Mr Lachlan  
Kinnear**  
*MIEAust*

**South Australia Division  
President**



**Mr Chris Lugg**  
*FIEAust CPEng EngExec  
NER APEC Engineer  
IntPE(Aus)*

**Northern Division  
President**



**Ms Julie Mikhail**  
*FIEAust CPEng EngExec  
NER APEC Engineer  
IntPE(Aus)*

**Sydney Division President**



**Ms Alesha Printz**  
*FIEAust CPEng EngExec  
NER APEC Engineer  
IntPE(Aus)*

**Victoria Division President**



**Mr James  
Westcott**  
*FIEAust CPEng EngExec  
NER APEC Engineer  
IntPE(Aus)*

**Western Australia Division  
President**

## College Board Chairs



**Mr Paul Collier**  
FIEAust CPEng EngExec  
NER

**Civil College Board Chair**



**Ms Karlie Collis**  
FIEAust CPEng NER

**Structural College  
Board Chair**



**Dr Jonathan  
Couldrick**  
FIEAust CPEng NER APEC  
Engineer IntPE(Aus)

**Mechanical College  
Board Chair**



**Mr Daniel Edge**  
FIEAust CPEng NER APEC  
Engineer IntPE(Aus)

**Chemical College  
Board Chair**



**Mr Mike Flood**  
FIEAust CPEng NER

**Biomedical College  
Board Chair**



**Mr Craig Laslett**  
FIEAust CPEng EngExec  
APEC Engineer IntPE(Aus)

**Leadership and  
Management College  
Board Chair**



**Mr Mark Lendich**  
FIEAust CPEng NER APEC  
Engineer IntPE(Aus)

**Electrical College  
Board Chair**



**EmProf Ljubo  
Vlacic**  
FIEAust CPEng NER

**Information,  
Telecommunications  
Electronics Engineering  
College Board Chair**



**Mr Adrian Piani**  
FIEAust CPEng NER APEC  
Engineer IntPE(Aus)

**Environmental College  
Board Chair**

## International Chapter Presidents



**Mr Mustafa Adra**  
FIEAust CPEng

**Qatar Chapter President**



**Mr Philip Chan**  
MIEAust

**Singapore Chapter  
President**



**Mr Ali R Ebadi**  
MIEAust CPEng NER APEC  
Engineer IntPE(Aus)

**Malaysia Chapter  
President**



**Mr Harry Roberts**  
FIEAust CPEng EngExec  
NER APEC Engineer  
IntPE(Aus)

**UAE Chapter President**



**Mr Benjamin Ting**  
MIEAust CPEng

**UK Chapter President**



**Mr Simon Tong**  
FIEAust CPEng

**Hong Kong Chapter  
President**



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**Joint Boards**

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Joint Board Aerospace Engineering – Prof Murray Scott FIEAust CPENg EngExec NER

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Joint Board Naval Architecture – Mr Bruce Howard FIEAust CPEng NER

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**Technical Societies**

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Asset Management Council – Dr Anne Gibbs FIEAust CPEng EngExec NER

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Australasian Association of Engineering Education – Dr Thomas Goldfinch

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Australasian Tunnelling Society – Mr Ed Taylor, FIEAust CPEng NER APEC Engineer IntPE(Aus)

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Australian Society for Bulk Solids Handling – Prof Mark Jones FIEAust CPEng NER APEC Engineer IntPE(Aus)

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Australian Composite Structures Society – Dr Adrian Orifici

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Australian Cost Engineering Society – Mr Nolan Bear FIEAust CPEng NER

---

Australian Earthquake Engineering Society – Mr Peter McBean FIEAust CPEng NER

---

Australian Fluid and Thermal Engineering Society – Prof Tilak Tissa Chandratilleke MIEAust CPEng

---

Australian Geomechanics Society – Prof Stephen Fityus

---

Australian Particle Technology Society – Prof Cordelia Selomulya

---

Australian Shotcrete Society – Dr Stefan Bernard

---

Australian Society for Defence Engineering – Mr Denton Bocking FIEAust CPEng(Ret)

---

Electric Energy Society of Australia – Dr Robert Barr FIEAust CPEng NER APEC Engineer

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Electromagnetic Compatibility Society of Australia – Mr Mark Mifsud FIEAust CPEng EngExec NER APEC Engineer

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Institute of Industrial Engineers Australia – Mr Sam Ghaith

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Materials Australia – Mr Paul Plater

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Mine Subsidence Technological Society – Mr Richard Walsh

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Mining Electrical and Mining Mechanical Engineering Society – Mr Peter Whipp

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Railway Technical Society of Australasia – Mr Phillip Campbell OAM FIEAust CPEng EngExec NER APEC Engineer

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RedR Australia Limited – EmProf Elizabeth Taylor AO HonFIEAust CPEng NER APEC Engineer

---

Risk Engineering Society – Mr Geoff Hurst FIEAust CPEng NER

---

Society for Building Services Engineering – Mr Alan Coote FIEAust CPEng NER APEC Engineer IntPE(Aust)

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Society of Fire Safety – Dr Jonathan Barnett FIEAust CPEng NER

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Sustainable Engineering Society – Mr Steve Posselt FIEAust CPEng NER APEC Engineer IntPE(Aus)

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Systems Engineering Society of Australia – Mr William Parkins, FIEAust CPEng NER APEC Engineer IntPE(Aus)

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The Institute of Public Works Engineering Australasia – Mr Robert Fuller

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The Institution of Engineers Aust Society for Engineering in Agriculture – Mr Glen Riethmuller MIEAust CPEng NER

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Transport Australia Society – Mr Shalendra Ram FIEAust CPEng NER APEC Engineer IntPE(Aus)

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Royal Aeronautical Society – Prof Andrew Neely

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Royal Institution of Naval Architects – Dr Martin Renilson FIEAust CPEng NER APEC Engineer IntPE(Aus)

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# Engineering Education Australia (EEA)

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Engineering Education Australia (EEA) continues to develop and deliver high-quality training in collaboration with its parent company.

## Launch of the Graduate Program

This reporting year, we launched the inaugural Engineers Australia Graduate Program.

The 18-month program has been designed in consultation with industry to meet the needs of graduates in today's workplace. It has been developed around the underpinning skills for attaining Chartered status, and participants are able to seek assessment towards a Graduate Diploma in Business with a pathway to a Master of Business Administration.

The program is unique in that it combines input from experienced engineers with structured workplace learning to build the skills, knowledge and capability to drive business results and foster the careers of graduate engineers.

Delivered in a blended format that combines theory with on-the-job training and assessment, the program has been well received, with more than 250 graduates from 28 organisations across Victoria, New South Wales, Queensland and Western Australia participating – more than double the number of graduates forecast.

## Course refresh

We also undertook a review and refresh of the courses offered through EEA.

The course schedule is now mapped to the Chartered competencies to support attainment of credentials, and new technical courses were introduced, with more in the process of being developed for the 2018-19 financial year.

These new courses have been sourced from industry and Engineers Australia Technical Societies, and include both introductory and advanced courses, allowing EEA to meet the professional development needs of our engineers at all career stages.

The most successful new course this year was training based on the updated Australian Rainfall and Runoff (AR&R) Guidelines. The course was developed and delivered by the authors of the updated AR&R Guidelines from the Engineers Australia National Committee for Water Engineering. Registrations exceeded expectations, and we look to collaborate further with Engineers Australia Learned Societies to deliver more valuable technical content to the profession.

The Professional Year in Engineering course continues to perform strongly, with more than 450 engineers supported into the Australian profession and brought into membership.

EEA's engineering capability consulting services have also been embraced by industry. This service, which supports businesses to build or redesign tailored competency frameworks, addresses the need of organisations to understand, monitor, and measure their current and future capability.



THIS YEARS  
HIGHLIGHTS

**125,000+**

Hours of continuing professional  
development

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**40%**

Sales from repeat business

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**3,500**

Engineers trained from more  
than 110 organisations

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# EngInsure

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In this reporting year, we have focused on strengthening EngInsure products for our members by aligning with engineers' needs in both their personal and professional lives.

EngInsure is committed to developing and providing products for every stage of an engineer's professional life, from engineering students through to senior engineering business leaders and practitioners.

Our brand-building activity over the past year has included new advertising focused on positioning EngInsure as a trusted and knowledgeable brand that understands engineers.

EngInsure has been developed by the profession for the profession, and is backed by Whitbread Insurance Brokers and Engineers Australia.

In partnership with Whitbread Insurance Brokers, we developed and published a suite of thought-leader articles to inform and educate members about such things as cyber risk, managing contracts and selecting the right professional indemnity insurance.

Our comprehensive suite of products covering business, personal and life insurance includes:

| <b>Business</b>                   | <b>Personal</b>       |
|-----------------------------------|-----------------------|
| Professional indemnity            | Home                  |
| Public/products liability         | Motor                 |
| Business insurance pack           | Life                  |
| Commercial property               | Landlord              |
| Management liability              | Travel                |
| Cyber insurance                   | Pleasure craft (boat) |
| Corporate travel                  |                       |
| Workers compensation              |                       |
| Commercial motor                  |                       |
| <b>Life</b>                       |                       |
| Group and personal life insurance |                       |
| Critical illness                  |                       |
| Life insurance                    |                       |
| Total and permanent disability    |                       |
| Shareholder protection            |                       |

A man in a light grey suit, white shirt, and dark tie is holding a rolled-up document. He is standing in front of a blurred city skyline at night. The text is positioned in the upper right corner of the image.

EngInsure is  
one of Engineers  
Australia's key  
member benefit  
offerings, and  
continues to grow  
as a leading and  
trusted insurance  
provider for  
engineers.

# Engineers Australia - overview of financial results\*

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In the 2017-18 financial year, the Engineers Australia consolidated group delivered a broad range of services. To preserve the ongoing financial strength of the organisation, operations were prudently managed, resulting in a \$4.2 million surplus for the year.

The group is financially strong with members' funds increasing to \$47.9 million. Excellent group liquidity was evident in operating cash flows that generated \$12.7 million during the year, contributing to strong cash reserves of \$39 million.

Total income grew by almost \$1 million, underpinned by \$24 million of membership subscriptions. Importantly, the group derived its income from diversified member services including education programs, migration skills assessment, Chartered assessment, conferences and events, and advertising in Create magazine. For a second consecutive year, we enjoyed high external demand for assessment services.

It was particularly pleasing to see the growth in the education business as educating members and the community is an important core purpose enshrined in Engineers Australia's Royal Charter.

During the past financial year, Engineers Australia has focused on improving its operating cost structures to deliver more agile, more efficient and more effective services. Some costs were rationalised, incurring one-off charges in the year. Costs, such as payroll tax in the ACT, increased as a consequence of changes in government legislation. Other costs of labour increased due to enhancing in-house IT capabilities, offset by a decrease in external IT service costs. A number of other internal functions evolved to support delivering our strategic objectives.

Careful financial management of Engineers Australia has continued to grow the financial foundations of the group. With strong net assets and liquidity, the group has the financial capability to navigate through future challenges that may arise. Significantly, Engineers Australia has a financially robust base as it enters its centenary year and prepares to meet the organisation's objectives for the years ahead.



## Five Years 2013-14 to 2017-18

|   | 2013-14<br>\$m | 2014-15<br>\$m | 2015-16<br>\$m | 2016-17<br>\$m | 2017-18<br>\$m |
|---|----------------|----------------|----------------|----------------|----------------|
| <b>Income</b>                                       |                |                |                |                |                |
| Net membership subscriptions                        | 21.982         | 22.319         | 22.476         | 23.254         | 24.116         |
| Courses, conferences/meetings and CPD               | 10.154         | 11.048         | 10.734         | 11.600         | 12.160         |
| Assessment and registration fees                    | 8.569          | 8.783          | 11.801         | 19.684         | 19.960         |
| Sponsorships, grants and commissions                | 2.715          | 3.373          | 3.179          | 3.751          | 3.207          |
| Publishing  | 2.177          | 2.101          | 0.970          | 1.207          | 1.019          |
| Other revenue                                       | 7.194          | 7.417          | 1.213          | 1.685          | 1.651          |
|   | <b>52.791</b>  | <b>55.041</b>  | <b>50.373</b>  | <b>61.181</b>  | <b>62.113</b>  |
| <b>Expense</b>                                      |                |                |                |                |                |
| Employee and consultancy expenses                   | 26.533         | 28.941         | 26.885         | 27.467         | 29.198         |
| Administration, travel, publication and IT expenses | 10.847         | 10.565         | 9.743          | 10.673         | 11.555         |
| Premises expenses (excluding depreciation)          | 2.057          | 2.077          | 3.275          | 3.410          | 3.418          |
| Depreciation and amortisation                       | 1.803          | 2.188          | 2.205          | 2.485          | 3.801          |
| Courses and conferences/meetings                    | 9.593          | 13.657         | 7.997          | 9.447          | 8.554          |
| Other   | 0.432          | 1.582          | 0.187          | 0.429          | 1.368          |
|   | <b>51.265</b>  | <b>59.010</b>  | <b>50.292</b>  | <b>53.911</b>  | <b>57.894</b>  |
| Operating surplus/(deficit)                         | 1.526          | (3.969)        | 0.081          | 7.270          | 4.219          |
| Asset revaluation                                   | (0.733)        | 0.108          | 0.037          | 3.982          | 0.361          |
| Increase/(decrease) in members' funds               | 0.793          | (3.861)        | 0.118          | 11.252         | 4.580          |
| <b>Total Members' Funds</b>                         | <b>35.791</b>  | <b>31.930</b>  | <b>32.048</b>  | <b>43.300</b>  | <b>47.880</b>  |

\*The consolidated entity comprises the Institution of Engineers Australia and its subsidiaries, Engineers Australia Pty Limited, Enginsure Pty Ltd and Engineering Education Australia Pty Limited and its subsidiary (The Moreland Group Pty Ltd). Audited full financial statements for the year ended 30 June 2018 will be presented at the AGM on 6 December 2018. They are available in PDF at [www.engineersaustralia.org.au/annualreport](http://www.engineersaustralia.org.au/annualreport).

### Board Remuneration

The Board of Engineers Australia consists of up to eight directors. Total Director Remuneration is capped annually at \$290,000 (last approved by National Congress in November 2017), indexed to the Wage Price Index each year. Please refer to Note 13 of the Annual Consolidated Financial Report for the Financial Year ended 30 June 2018.



