



Australian Government  
Office of the Registrar of  
Indigenous Corporations

# The **TOP 500**

Aboriginal and  
Torres Strait Islander  
Corporations

**2014–15**



Produced September 2016

**500**



**\$1.88b**



**\$3.76m**



**52.8%**



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## DATA INTERPRETATION AND LIMITATIONS

When interpreting the data in this report readers should be aware of the following:

- » The data has been supplied by Aboriginal and Torres Strait Islander corporations in audited financial statements and general reports lodged with the Registrar of Indigenous Corporations (the Registrar). It is current up to 16 May 2016. The accuracy of the data relies on the quality of the information lodged.
- » The geographic location of a given corporation is determined by the address of its registered office. It is important to note that a corporation may be registered in one state or territory, yet provide services to a client base spread across more than one state or territory.
- » While many corporations operate in more than one sector, income in this report relates to the overall activities of the corporations and cannot be broken down by sector.
- » At the time of analysis, a very small number of corporations had not provided their financial information for one or more financial years in the period covered by this report. For the 2014–15 financial year, 97.1 per cent of all corporations were compliant with their reporting obligations under the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* (CATSI Act) as at 30 June 2016. To a limited extent, gaps in the data have affected the aggregate figures presented in this report, such as growth in income and assets.
- » The term 'departures' applies to corporations that were ranked in the top 500 for 2013–14 but not for 2014–15.
- » All references to the previous financial year data are sourced from *The top 500 Aboriginal and Torres Strait Islander corporations 2013–14*.
- » Revised information from subsequent or updated reports lodged by corporations for previous financial years is not reflected in these statistics.



## THE CATSI ACT

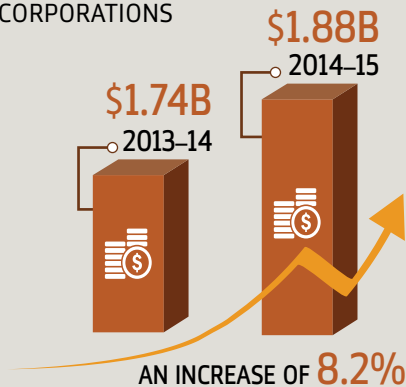
The CATSI Act establishes the Registrar of Indigenous Corporations and allows Aboriginal and Torres Strait Islander groups to form corporations. The CATSI Act delivers modern corporate governance standards—it emphasises the importance of compliance and reporting as a mechanism to improve transparency and accountability. The CATSI Act provides a legislative mechanism to help Aboriginal and Torres Strait Islander people build strong corporations, strong people and strong communities.

Corporations registered under the CATSI Act must be owned and controlled by Aboriginal and Torres Strait Islander people: the majority of directors and members must be Aboriginal or Torres Strait Islander people (sections 29-5 and 246-5).

The Registrar is an independent statutory office holder appointed by the minister responsible for Indigenous affairs. The role of the Registrar is to administer the CATSI Act. The Office of the Registrar of Indigenous Corporations (ORIC) supports the Registrar to regulate and deliver services to corporations registered under the CATSI Act.

## KEY FINDINGS

THE **COMBINED INCOME** OF THE TOP 500 ABORIGINAL AND TORRES STRAIT ISLANDER CORPORATIONS



- THE TEN-YEAR **AVERAGE ANNUAL GROWTH** RATE OF TOTAL INCOME FOR CORPORATIONS WAS **9.4 PER CENT**.
- IN COMPARISON TO 2013–14 THE **AVERAGE INCOME** OF THE TOP 500 CORPORATIONS IN 2014–15 INCREASED FROM \$3.48 MILLION TO **\$3.76 MILLION**.
- CORPORATIONS IN THE **PILBARA REGION** HAVE EXPERIENCED THE **FIRST FALL IN AVERAGE INCOME** SINCE 2007–08. HOWEVER THEIR AVERAGE INCOME IS STILL WELL ABOVE THE NATIONAL AVERAGE.
- IN 2014–15 THE **GREATEST SOURCE OF REVENUE** FOR THE TOP 20 CORPORATIONS CAME FROM **SELF-GENERATED INCOME** (43.0 PER CENT OF TOTAL INCOME). GOVERNMENT FUNDING MADE UP 39.3 PER CENT OF THE TOTAL INCOME.



AS IN 2014–15, THE **HEALTH AND COMMUNITY SERVICES SECTOR** WAS THE LARGEST WITH 197 OF THE TOP 500 CORPORATIONS OPERATING IN THIS SECTOR (39.4 PER CENT).

THERE WERE

**11,095 FTE EMPLOYEES**



EMPLOYED BY TOP 500 ABORIGINAL AND TORRES STRAIT ISLANDER CORPORATIONS.

THE COMBINED VALUE OF **ASSETS** HELD BY THE TOP 500 CORPORATIONS WAS **\$2.224 BILLION** (COMPARED TO \$2.104 BILLION IN 2013–14, **AN INCREASE OF 5.7 PER CENT**).

- **144 RNTBCS** UP FROM 129 LAST YEAR
- **\$112 MILLION** IN 2014–15 THE **COMBINED INCOME OF RNTBCs ALMOST DOUBLED** FROM \$57.5 MILLION IN 2013–14.



- **\$1,436,136** THE **AVERAGE INCOME OF RNTBCs** THAT RECORDED AN INCOME GREATER THAN ZERO (54.2 PER CENT OF RNTBCS), COMPARED TO \$844,905 IN 2013–14.

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## ABOUT THIS REPORT

This report provides information about the Aboriginal and Torres Strait Islander corporate sector, specifically Aboriginal and Torres Strait Islander corporations registered under the CATSI Act.

## PROFILE OF CORPORATIONS REGISTERED UNDER THE CATSI ACT

**Table 1:** Number of Aboriginal and Torres Strait Islander corporations registered under the CATSI Act

Year	2006–07	2007–08	2008–09	2009–10	2010–11	2011–12	2012–13	2013–14	2014–15
Number of registered corporations <sup>a</sup>	2552	2605	2723	2210 <sup>b</sup>	2286	2391	2488	2596	2688
Number of new registrations	111	84	125	163	187	173	155	163	170

Notes:

- a Number of registered corporations is as at 30 June.
- b A program conducted by the Registrar to deregister defunct corporations accounts for the reduction in the number of registered corporations in 2009–10.

A total of 2688 Aboriginal and Torres Strait Islander corporations were registered under the CATSI Act as at 30 June 2015.

There were 170 new registrations during 2014–15, up from 163 in 2013–14 (table 1). Of these, 11 were transfers of existing entities from other incorporation legislation.

## REPORTING COMPLIANCE

Under the CATSI Act all corporations are required to submit one or more reports to the Registrar depending on their size (small, medium or large) and income.

**Figure 1:** Reporting compliance for all Aboriginal and Torres Strait Islander corporations, 2001–02 to 2014–15

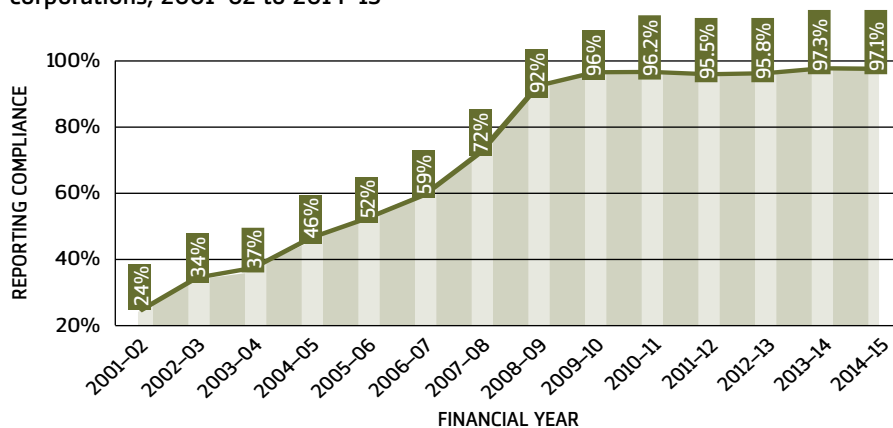


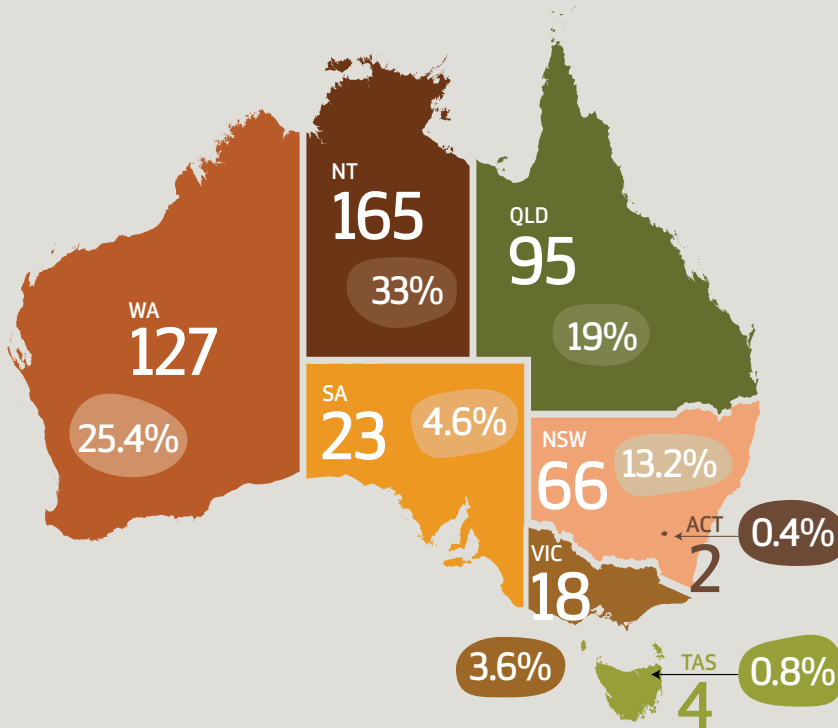
Figure 1 shows that since 2001–02 the percentage of corporations that have complied with their reporting requirements has increased significantly from 24 per cent to over 97 per cent. Corporations have now sustained a rate of compliance of above 95 per cent for the past six years.



## FINDINGS

## GEOGRAPHIC SPREAD OF THE TOP 500 CORPORATIONS

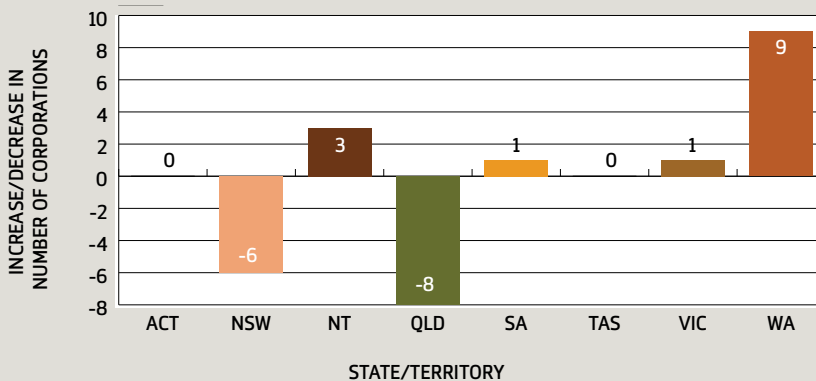
Figure 2: Geographic spread of the top 500 corporations, 2014–15



As shown in figure 2, the Northern Territory had the most corporations in the top 500 in 2014–15 (165 corporations, making up 33.0 per cent of the total 500).

The other three geographic jurisdictions with a large number of corporations in the top 500 were Western Australia (127), Queensland (95) and New South Wales (66). This order of ranking has remained unchanged since 2012–13.

Figure 3: Changes in the number of the top 500 registered corporations by state/territory, 2013–14 to 2014–15



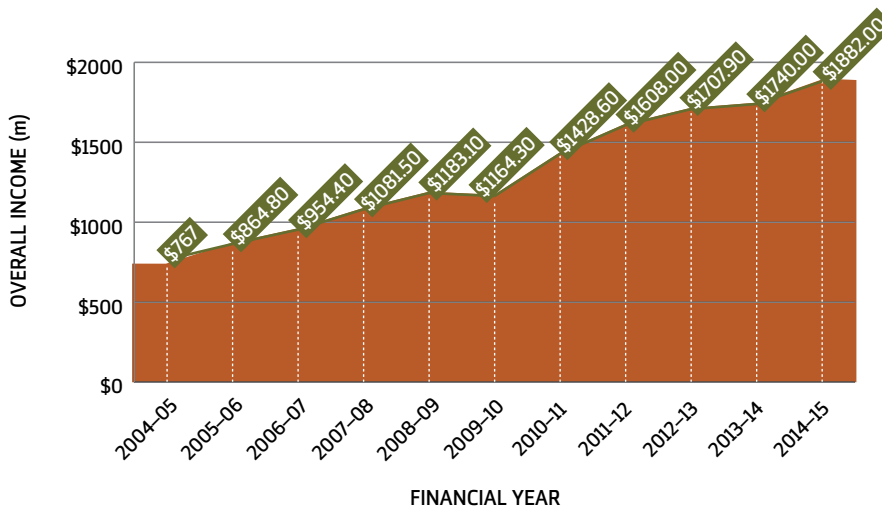
The number of corporations in the top 500 changed for all states/territories from the previous financial year except for the Australian Capital Territory and Tasmania (figure 3). Queensland saw the biggest decline in corporations in the top 500, with eight fewer. In contrast nine more corporations based in Western Australia moved into the top 500.

## OVERALL INCOME

In this report 'income' refers to total income as reported in corporations' audited financial statements or general reports. This may include self-generated income, government grants, philanthropic gifts and other income sources.

In 2014–15 the combined income of the top 500 corporations was \$1.882 billion, an increase from \$1.739 billion in 2013–14 (nominal increase of 8.2 per cent).

**Figure 4:** Changes in overall income of the top 500 corporations, 2004–05 to 2014–15



The overall income generated by the top 500 corporations has in the main continued an upward trend over the past decade. In 2009–10 there was a small decline and in 2013–14 a slight flattening off but 2014–15 saw another surge in overall income generation for the sector.

Over the past decade, the overall income generated by the top 500 corporations has increased almost two and a half times—increasing from \$767 million in 2004–05 to \$1.88 billion in 2014–15 (figure 4). Over this period the average growth rate was 9.4 per cent per annum.

The average income across the top 500 corporations in 2014–15 was \$3.76 million, up from \$3.48 million in 2013–14.

## GEOGRAPHIC SHARE OF THE OVERALL INCOME

**Figure 5:** Geographic share of overall income generated by the top 500 corporations, 2014–15

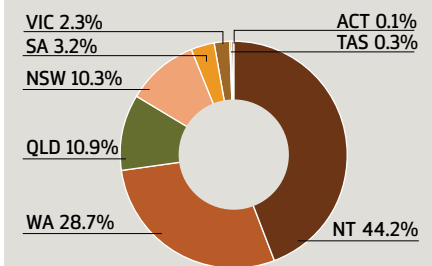


Figure 5 shows in 2014–15 that the Northern Territory and Western Australia accounted for 72.9 per cent of the overall income of the top 500 corporations. This was an increase of 0.6 per cent from 2013–14 (72.3 per cent).

The percentage share of income for each jurisdiction remained steady compared to 2013–14, with the Australian Capital Territory not changing its percentage share and all other states/territories changing each of their shares by less than 1.0 per cent. Northern Territory experienced the greatest increase in its share of the overall income (0.9 per cent) and Queensland the greatest decrease (0.8 per cent).





## VARIANCES IN INCOME

**Table 2:** Income and assets of the top 500 corporations ranked highest and lowest, 2014–15

Ranking of corporation	Income	Assets
Number 1	\$88,873,326	\$60,762,093
Number 500	\$310,716	\$96,203

There was a significant difference between the income and assets of the corporation ranked first and the corporation ranked number 500 (table 2). The top ranked corporation generated \$88,873,326 during 2014–15, which is 286 times more than the \$310,976 earned by the corporation ranked at number 500.

The income of the highest ranked corporation is considerably higher (34.5 per cent higher) in 2014–15 than it was in 2013–14 (\$66,089,202). The income of the lowest ranked corporation increased from \$291,886 in 2013–14 to \$310,716 in 2014–15 (6.5 per cent higher).

In this year's report the highest ranked corporation jumped from third to first position. Its income has steadily grown in recent years with a significant rise in the past year. (The income history of the corporation ranked highest in 2014–15 is as follows: 2011–12 \$44,759,708; 2012–13 \$47,081,917; 2013–14 \$59,648,789; 2014–15 \$88,873,326.)

A total of 150 of the 500 corporations improved their ranking since 2013–14 and 293 decreased their ranking. Eleven corporations did not move while there were 46 new entries onto the list, which means there were also 46 departures—see the appendix for further details.

Of the 46 new entries:

- » 28 increased their income bringing them into the top 500 range
- » six were omitted from the 2013–14 ranking because they lodged their 2013–14 reports after the top 500 report was prepared
- » 12 were new registrations, with seven of these constituting transfers of existing entities from other incorporation legislation.

Of the 46 departures, 13 corporations (28.3 per cent) dropped out because they had not lodged their 2014–15 financial statements by the time this top 500 report was prepared—this was because either the corporations sought an extension of time to report or they were simply late.

Eight of the top 10 corporations for 2013–14 remained in the top 10 for 2014–15. Last year's highest ranked corporation fell to number 15 on the list (due to the fact that its income fell from \$66 million to \$18.9 million).

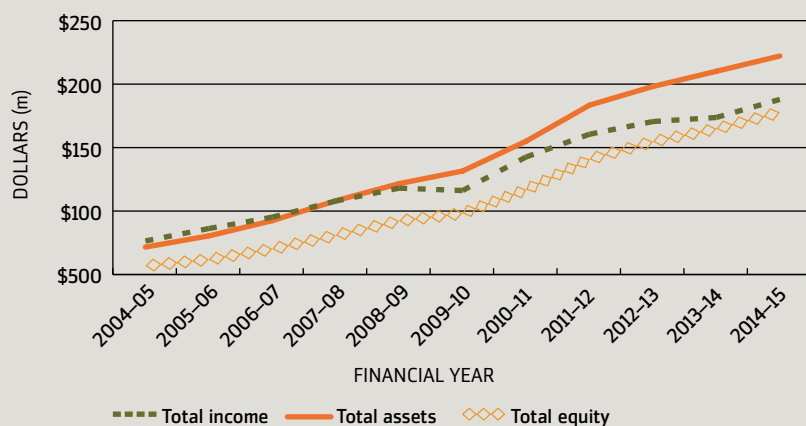


## INCOME, ASSETS AND EQUITY

In this section 'total assets' refers to current and non-current assets combined, as reported by corporations. Also, 'total equity' is calculated as:

**TOTAL EQUITY = TOTAL ASSETS - TOTAL LIABILITIES.**

**Figure 6:** Combined total income, total assets and total equity, 2004–05 to 2014–15



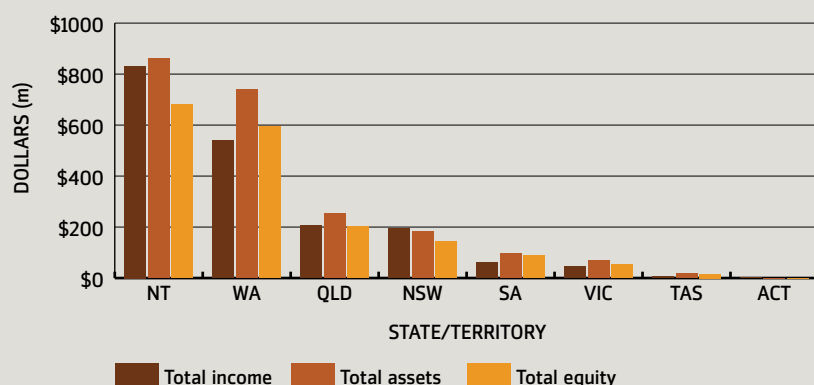
The total income, assets and equity of the top 500 corporations have consistently increased since 2004–05, except for a slight drop in income in 2009–10 (figure 6).

Although total income has risen significantly over the decade, from \$767 million to \$1.88 billion, the rate of average yearly growth for income (9.4 per cent) was less than the rate of growth for total assets and total equity (these rates were equal at 12.0 per cent).

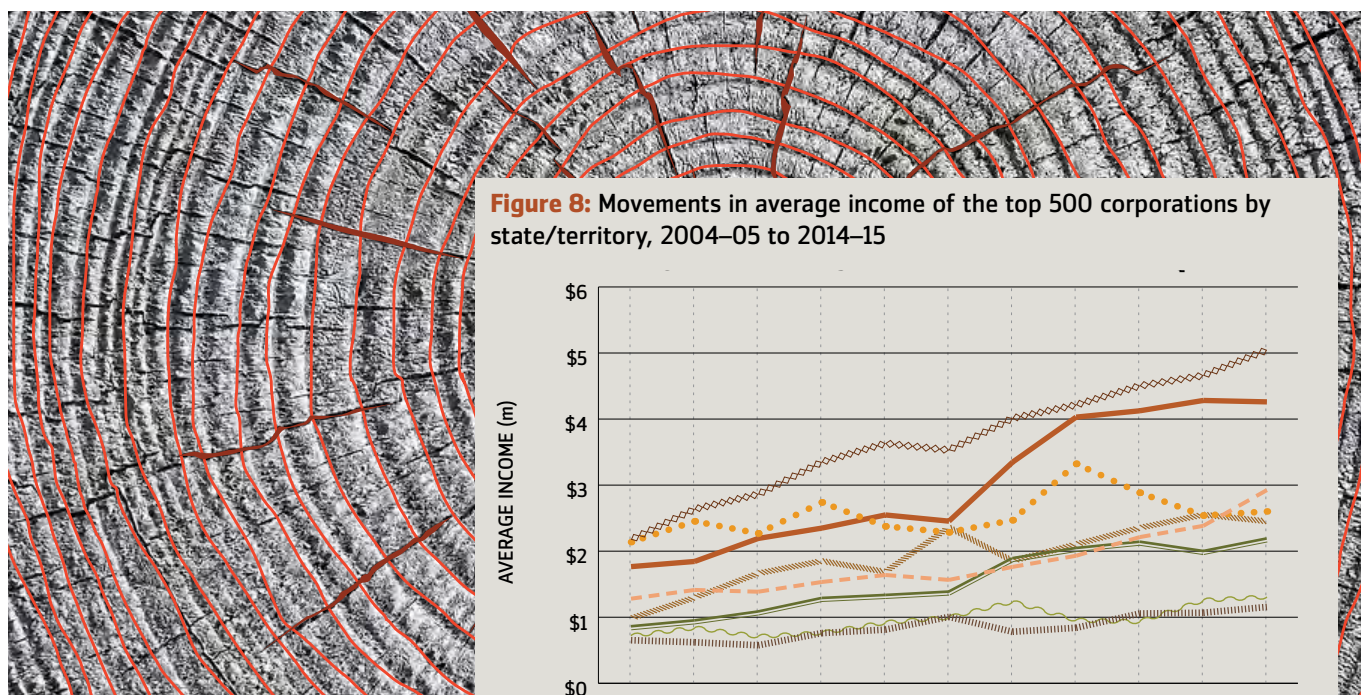
**Table 3:** Total income, total assets and total equity for the top 500 corporations by state/territory, 2014–15

State/territory	Total income	Total assets	Total equity
NT	\$831,848,834	\$862,054,141	\$681,777,799
WA	\$540,470,252	\$739,675,699	\$593,086,466
QLD	\$205,990,272	\$254,300,122	\$201,773,550
NSW	\$192,734,586	\$183,581,448	\$143,674,073
SA	\$59,730,737	\$96,808,752	\$88,410,970
VIC	\$44,067,747	\$70,290,728	\$54,903,600
TAS	\$5,212,963	\$17,273,459	\$15,925,919
ACT	\$2,301,682	\$275,580	\$192,717
<b>Total</b>	<b>\$1,882,357,073</b>	<b>\$2,224,259,929</b>	<b>\$1,779,745,094</b>

**Figure 7:** Total income, total assets and total equity for the top 500 corporations by state/territory, 2014–15



The bulk of the income, assets and equity are shared by two jurisdictions: Northern Territory and Western Australia (figure 7).



**Figure 8:** Movements in average income of the top 500 corporations by state/territory, 2004–05 to 2014–15

Figure 8 shows that over the past 11 financial years all jurisdictions experienced an overall increase in income, but other patterns also emerged. For example:

- » The corporations in the top 500 in three jurisdictions (Northern Territory, New South Wales and the Australian Capital Territory) have experienced yearly increases in average income over the past four years (2011–12 to 2014–15).
- » Compared to 2013–14 the average income fell in only two jurisdictions—Victoria and Western Australia. The average income for Victoria dropped from \$2,547,690 to \$2,448,208 (a decrease of 3.9 per cent) and for Western Australia it dropped from \$4,277,087 to \$4,255,671 (a decrease of 0.5 per cent).
- » New South Wales experienced the greatest percentage increase in 2014–15 from the previous year, rising 22.7 per cent (from an average of \$2,379,289 to \$2,920,221). The average income for New South Wales has steadily increased since 2009–10.
- » The Northern Territory consistently maintained the highest average income earned by the top 500 corporations over the past 11 financial years. In 2014–15 it broke the \$5 million mark and is the first jurisdiction to ever do so.
- » The Australian Capital Territory and Tasmania earned the lowest average income over the past 11 years.
- » The average income in Western Australia grew slowly from 2004–05 to 2008–09. After a small dip in 2009–10, there was a significant rise—almost doubling—for the following two years. From 2011–12 the average income in Western Australia has been sustained at the higher level but then somewhat flattened off, and most recently it showed a small decline.
- » Not one jurisdiction posted an increase in average income every single year over the 11 year period.
- » In 2014–15 the average income from the highest to lowest jurisdiction differed by almost \$4 million. The Australian Capital Territory was the lowest at \$1,150,841 while the Northern Territory was the highest at \$5,041,508.



**Figure 9:** Annual average growth rate for the top 500 corporations by state/territory, 2004–05 to 2014–15

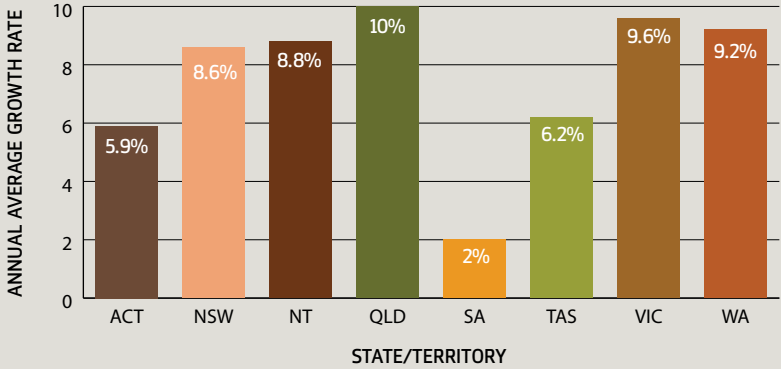
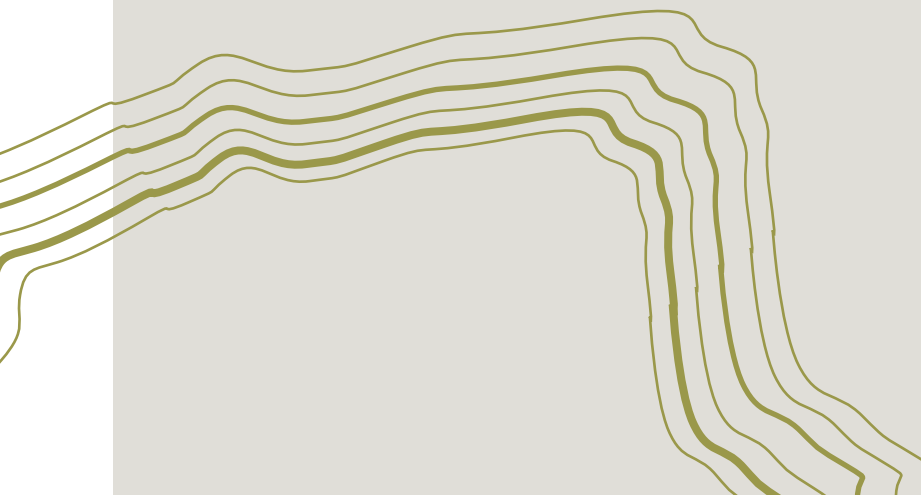


Figure 9 shows South Australia had an average annual growth rate of 2.0 per cent for the last decade. This was much lower than all other jurisdictions. Five of the other jurisdictions had average rates ranging from 8.6 per cent to 10.0 per cent (New South Wales, Northern Territory, Queensland, Victoria and Western Australia).



## AVERAGE INCOME BY REGION

The Department of the Prime Minister and Cabinet aligns its network of staff supporting Indigenous affairs using a model of 12 regional areas to provide support closer to the communities it serves.<sup>1</sup> The top 500 corporations have been aligned with the network

**Table 4:** Average income of the top 500 corporations by region, 2014–15

Region	No. of corporations	Average 2014–15 income per corporation	Percentage increase/decrease in average income from 2013–14 to 2014–15
Arnhem Land and Groote Eylandt	25	\$7,437,806	7.1%
Top End and Tiwi Islands	53	\$5,204,987	17.1%
Greater Western Australia	61	\$4,631,555	-4.8%
Central Australia	80	\$4,501,343	1.7%
Kimberley	62	\$4,034,292	5.9%
Western New South Wales	15	\$3,412,549	22.5%
Eastern New South Wales	52	\$2,757,745	19.8%
South Australia	33	\$2,334,556	19.1%
South Queensland	34	\$2,303,709	14.9%
Victoria and Tasmania	22	\$2,240,032	-2.7%
Far North Queensland	43	\$2,226,235	11.9%
Gulf and North Queensland	20	\$1,641,145	-13.5%

Table 4 shows Arnhem Land and Groote Eylandt remained the region with the highest average income in 2014–15.

**Figure 10:** Change in average income of the top 500 corporations by region, from 2013–14 to 2014–15

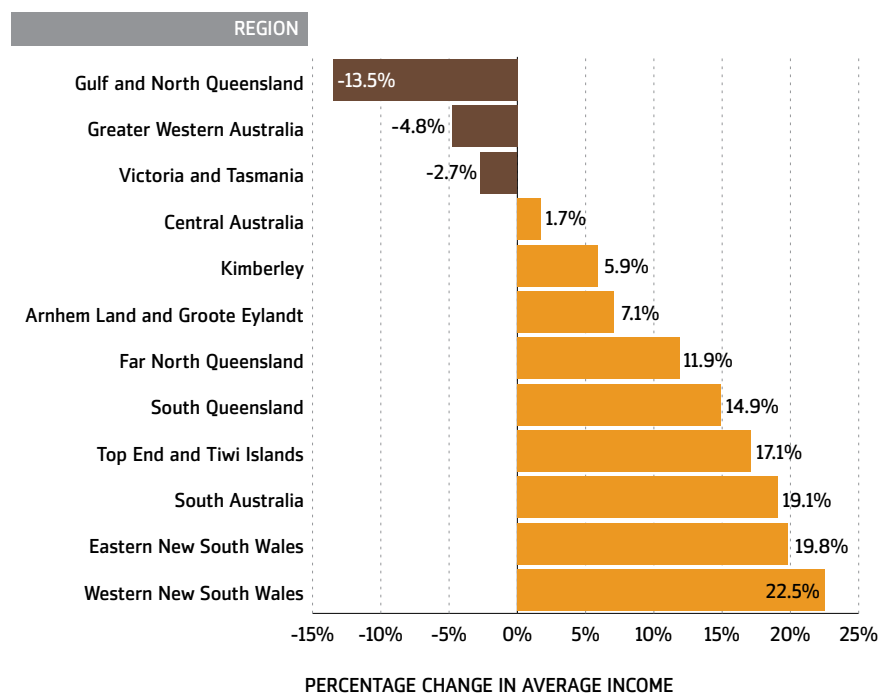


Figure 10 shows nine regions increased their average income from 2013–14 to 2014–15 while three regions decreased. The Gulf and North Queensland region had the largest decrease in average income, 13.5 per cent.

In 2013–14 the South Australia region had a percentage decrease in average income of 13.8 per cent. Conversely in 2014–15 it had a percentage increase of 19.1 per cent.

1 <http://www.indigenous.gov.au/regional-network>

## PILBARA

Over the past decade the Australian resources and energy sectors have experienced significant change, starting with the resources boom in the mid-2000s and continuing more recently with deteriorating export markets. In September 2011, Australia's terms of trade reached their highest level in 140 years.<sup>2</sup> The investment phase peaked in 2011, but since then the number of new exploration and capital expenditure projects has fallen substantially.<sup>3</sup>

Although iron ore resources can be found in all Australian states/territories, almost 90 per cent of identified resources occur in Western Australia, including almost 80 per cent in the Hamersley region in the Pilbara. It is one of the world's major iron ore provinces.<sup>4,5</sup>

In 2014–15 Western Australia contributed 98.3 per cent of the production of iron ore in Australia.<sup>7</sup>

There are 23 corporations in the top 500 that are based in the Pilbara, which is part of the Greater Western Australia region.

**Figure 11:** Average income of Pilbara-based corporations in the top 500 compared with average income of all the top 500 corporations, 2007–08 to 2014–15

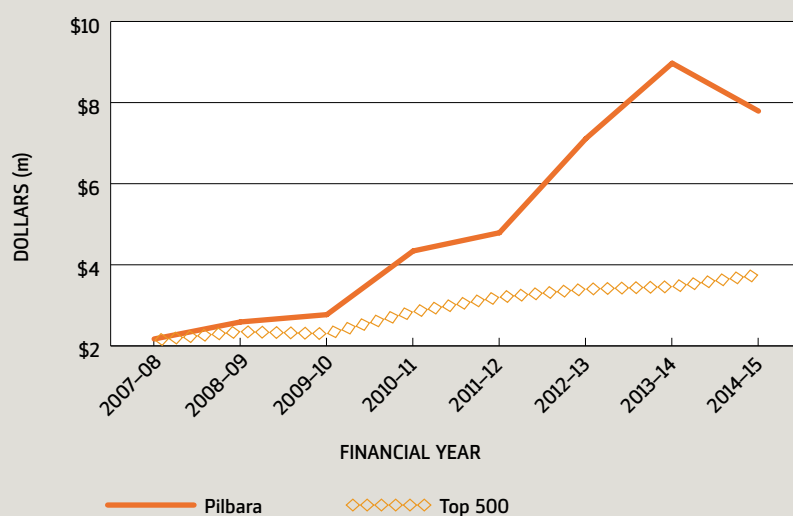


Figure 11 suggests corporations located in the Pilbara have significantly benefited from the mining boom. In 2007–08 the average income of Pilbara-based corporations was virtually identical to the average national income of the top 500 corporations. However, from 2008–09 to 2013–14, Pilbara-based corporations consistently increased their income relative to the national average. The peak occurred in 2013–14.

In 2015 many iron ore producers announced cuts to employee numbers and service contracts. This has had an expected impact on Aboriginal corporations in the Pilbara. In 2014–15 the average income of Pilbara-based corporations decreased by \$1.18 million compared to 2013–14 (from \$8.99 million to \$7.81 million), whereas the average income of the top 500 corporations increased by \$284,751 (from \$3.48 million to \$3.76 million).

2 Department of Industry, Innovation and Science, Office of the Chief Economist 2016, *Resources and Energy Quarterly*, Canberra, March, figure 2.11, p. 25.

3 *ibid*, figures 2.13 and 2.14, p. 26.

4 Geoscience Australia, Australian Atlas of mineral resources, mines and processing centres, Iron Fact Sheet, viewed 6 July 2016 <[http://www.australianminesatlas.gov.au/education/fact\\_sheets/iron.html](http://www.australianminesatlas.gov.au/education/fact_sheets/iron.html)>.

5 Western Australia has the largest share of iron ore with 89 per cent of Australia's Economic Demonstrated Resources (EDR), the majority of which is in the Pilbara region. Accessible Economic Demonstrated Resources (AEDR) is the portion of total EDR that is accessible for mining.

Some mineral deposits are not currently accessible for mining because of government policies or various environmental and land access restrictions, such as location within national and state parks and conservation zones, military training areas or environmental protection areas, as well as areas over which mining approval has not been granted by traditional owners.

Britt, A., Summerfield, D., Whitaker, A., Kay, P., Champion, D., Huston, D., Senior, A., Sexton, M., Roberts, D., Wright, S. and Schofield, A. 2015. Australia's Identified Mineral Resources 2015. Geoscience Australia, Canberra, p. 1, viewed 6 July 2016 <<http://dx.doi.org/10.11636/1327-1466.2015>>.

6 Within Western Australia, the highest concentration of iron ore resources is in the Pilbara. Source: Jaireth, S., Summerfield, D. Australian In Situ Iron Ore Resources (Sheet 1: Hematite; Sheet 2: Magnetite), 2012, Geoscience Australia, Canberra, 2012, viewed 6 July 2016 <<http://www.ga.gov.au/metadata-gateway/metadata/record/74858/>>.

7 Department of Industry, Innovation and Science, Office of the Chief Economist 2016, *Resources and Energy Quarterly*, March, Statistical data-March-2016.xlsx, sheet 28, viewed 6 July 2016 <<http://www.industry.gov.au/Office-of-the-Chief-Economist/Publications/Documents/req/Commodity-data-March-2016.xlsx>>.



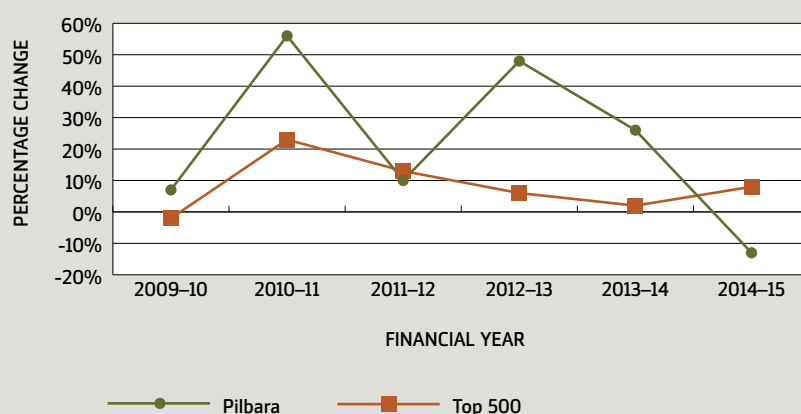
While the challenging market conditions are expected to continue for the next few years, the outlook is still optimistic for a modest increase in resources exports for the medium to long term. Australia's Chief Economist, Mark Cully, has said, 'a legacy of the investment phase of the commodity boom is the increased productive capacity of iron ore and LNG [liquid natural gas], which is now translating into additional supply for these commodities.'<sup>8</sup>

Although there was a noticeable decline in average income for the last year it remains a fact that, on average, corporations in the Pilbara still had a higher income compared to other corporations across the whole of Australia.

The average income in 2014–15 of the Pilbara-based top 500 corporations remained at just over double the average income of all the top 500 corporations (\$7.81 million compared to \$3.76 million) and still above the best performing region, Arnhem Land and Groote Eylandt, which had an average income of \$7.44 million.

Despite a drop in average income the combined total income for the Pilbara rose from \$170.7 million in 2013–14 (19 corporations) to \$179.6 million in 2014–15 (23 corporations), an increase of 5.2 per cent or \$8.9 million. This anomaly is explained by an increase in the number of Pilbara corporations in the top 500.

**Figure 12:** Percentage change in average income of Pilbara-based corporations in the top 500 compared with all the top 500 corporations, 2008–09 to 2014–15



The annual percentage changes for corporations in the Pilbara have been far more erratic and intense when compared to the top 500 as a whole—see figure 12.

The trend in average income percentage changes for Pilbara-based corporations has been downward, as expected, since 2012–13.



<sup>8</sup> Department of Industry, Innovation and Science, Office of the Chief Economist 2016, *Resources and Energy Quarterly*, March, p. 25.

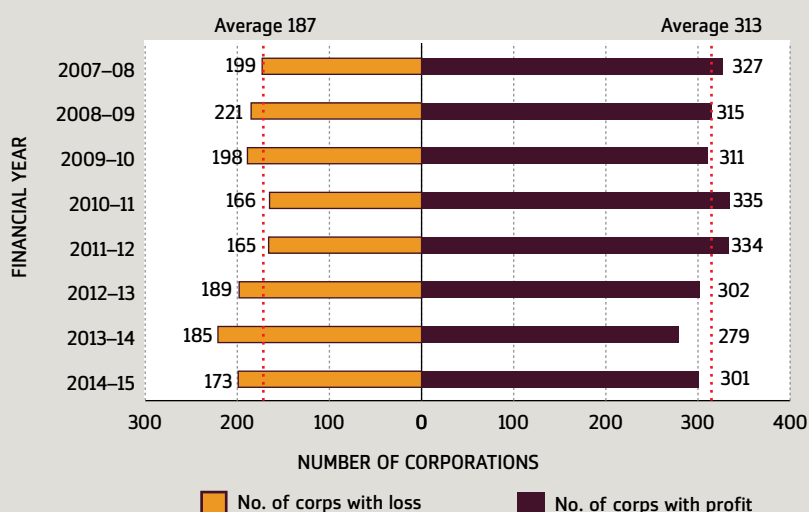
## PROFITABILITY

Some caution should be exercised when referencing profitability. The vast majority of the top 500 corporations are not-for-profit corporations so this report focuses largely on income. Profit or surplus cannot be taken as an accurate measure of the performance of a not-for-profit because the objective of such corporations is quite different. Their aim is not to generate profit or wealth but to use their resources to the maximum to further their not-for-profit purposes. The more income that a not-for-profit generates, the more resources it will devote to its not-for-profit purposes.

In this part of the report the terms 'profit and loss' include 'surplus and deficit' respectively for not-for-profit corporations.

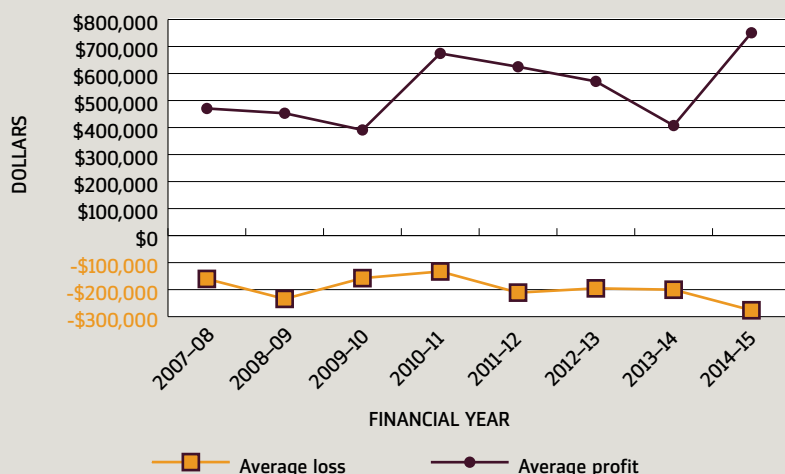
Inclusion in the top 500 is based on income. Not all corporations in the top 500 make a profit.

**Figure 13:** Number of profit-making and loss-making corporations in the top 500, 2007–08 to 2014–15



In the past year the percentage of corporations reporting a profit increased with 60.2 per cent making a profit in 2014–15, up from 55.8 per cent in 2013–14 (figure 13). The increase in 2014–15 comes after four years of declining numbers of profit-making corporations.

**Figure 14:** Average profit for profit-making corporations and average loss for loss-making corporations in the top 500, 2007–08 to 2014–15



In 2014–15 the average loss for loss-making corporations and the average profit for profit-making corporations were greater than in any other previously reported years (figure 14).

**Figure 15:** Total combined profit and loss for the top 500 corporations, from 2007–08 to 2014–15

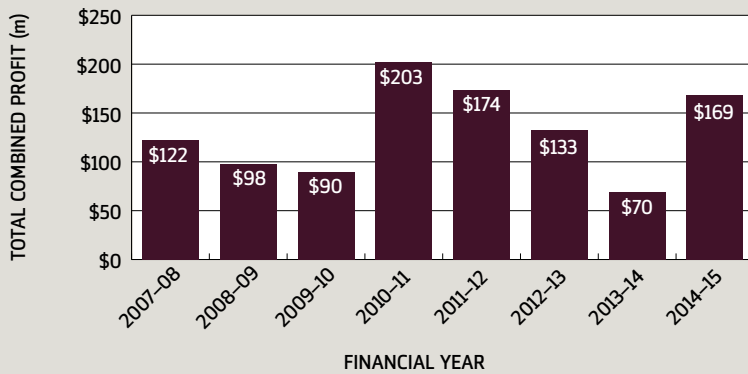


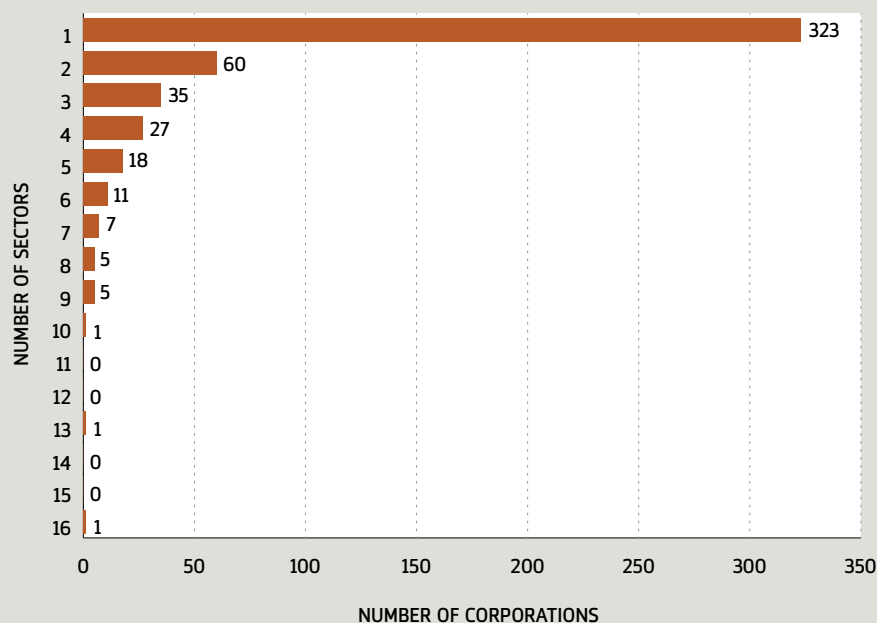
Figure 15 shows that the overall profitability of the top 500 corporations has fluctuated widely since 2007–08. This is a different pattern to the trend in overall income of the top 500 corporations, which has steadily increased over the same period (overall income is shown in figure 4).



## SECTORAL INFORMATION

As part of annual reporting under the CATSI Act, Aboriginal and Torres Strait Islander corporations provide information on the sectors in which they operate.

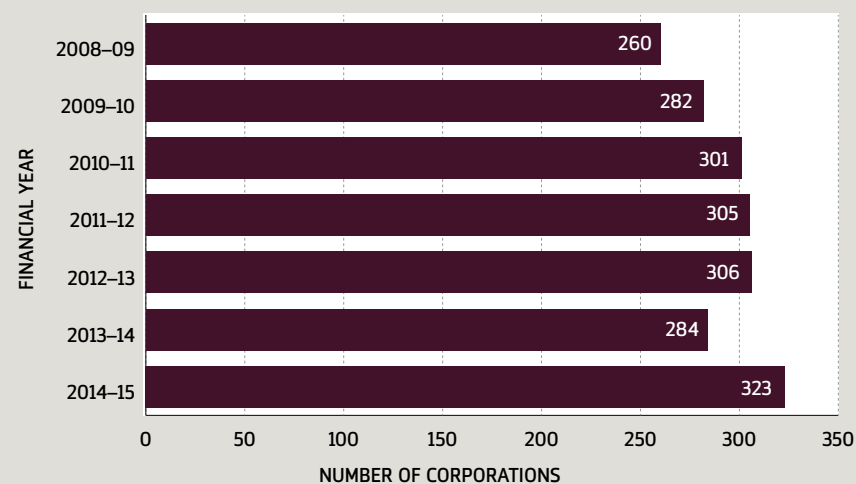
**Figure 16:** Number of sectors in which the top 500 corporations operated, 2014–15



Note: Six corporations did not report any sector at all.

During 2014–15, 323 (64.6 per cent) of the top 500 corporations reported that they were active in one sector only (figure 16). This was 39 more corporations than in the previous financial year (figure 17). A total of 171 corporations operated in more than one sector. Of these, 151 corporations operated in two to six sectors—a decrease of 31 corporations from the previous financial year. One corporation identified that it operated in 16 different sectors. Six corporations did not report any sector at all.

**Figure 17:** Number of the top 500 corporations operating in one sector only, 2008–09 to 2014–15



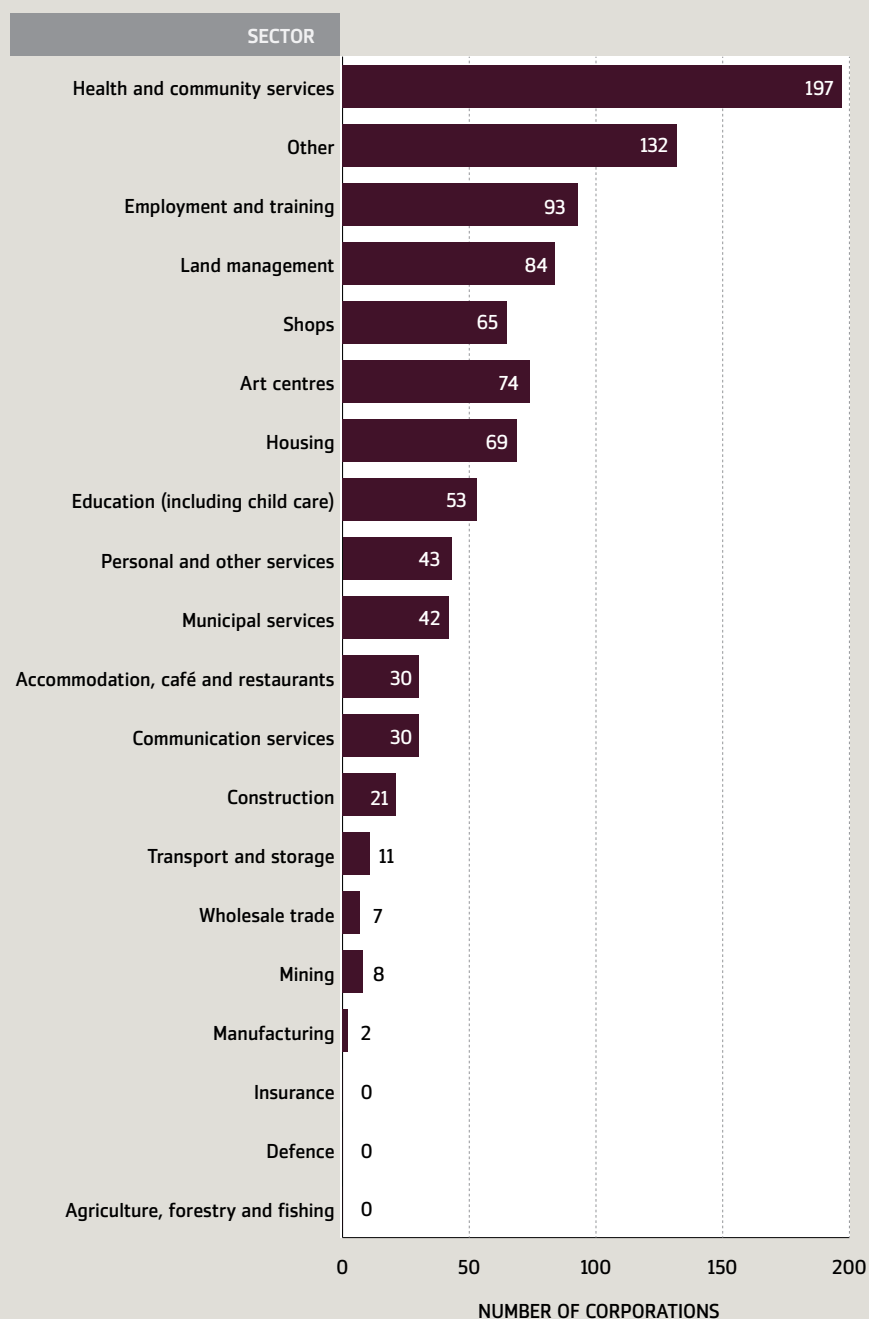
**Figure 18:** Number of the top 500 corporations per sector, 2014–15

Figure 18 shows the 'health and community services' sector had 197 corporations. Even though the number dropped from 207 in 2013–14 down to 197 in 2014–15 (a decrease of 4.8 per cent) it continued to be the most common sector of corporation activity.

Compared to 2013–14, there were only slight changes in the number of corporations operating in all other sectors. The three sectors that showed the highest percentage growth within the top 500 corporations since the previous financial year were:

- » mining—14.3 per cent increase (from seven to eight corporations)
- » communication services—11.1 per cent increase (from 27 to 30 corporations)
- » municipal services—5.0 per cent (from 40 to 42 corporations).

In last year's report both the 'manufacturing' and 'wholesale trade' sectors showed the highest percentage growth within the top 500 at 25 per cent each. In 2014–15 these sectors had the greatest percentage falls.

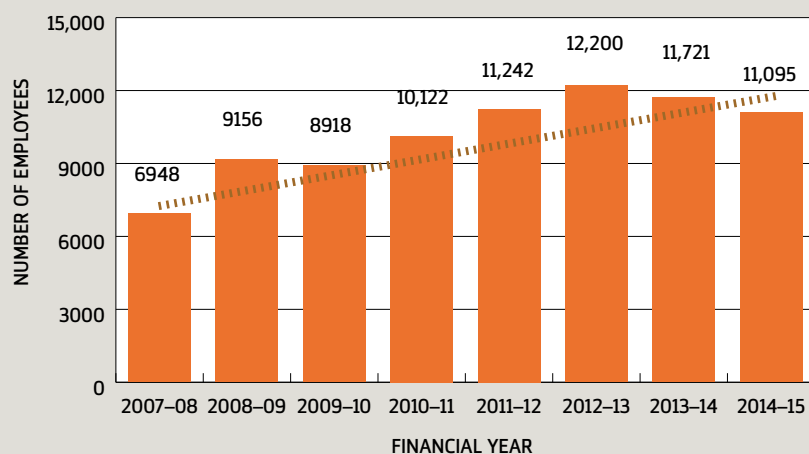
The sectors with the largest declines were:

- » manufacturing—60 per cent decrease (from five to two corporations)
- » wholesale trade—30 per cent decrease (from 10 to seven corporations)
- » personal and other services—20.4 per cent decrease (from 54 to 43 corporations).

## EMPLOYEES

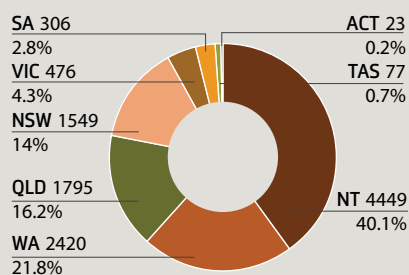
General reports submitted to the Registrar since 2007–08 contain information on the number of full-time equivalent (FTE) employees of each corporation.<sup>9</sup>

**Figure 19:** Total number of employees at the top 500 corporations, 2007–08 to 2014–15



The top 500 corporations reported that in 2014–15 they had 11,095 FTE employees. This represents a decrease of 626 employees (5.3 per cent) when compared to the previous financial year (figure 19).

**Figure 20:** Total number of employees and percentage share of the top 500 corporations by state/territory, 2014–15



Most people were employed by top 500 corporations in the Northern Territory and Western Australia, which constituted 61.9 per cent of all FTE employees (figure 20). In comparison to the previous year (63.8 per cent) this represents a small decline in their combined percentage share.

With a total of 4449 employees in 2014–15, the Northern Territory held a clear lead over all other jurisdictions in terms of the total number of FTE employees.

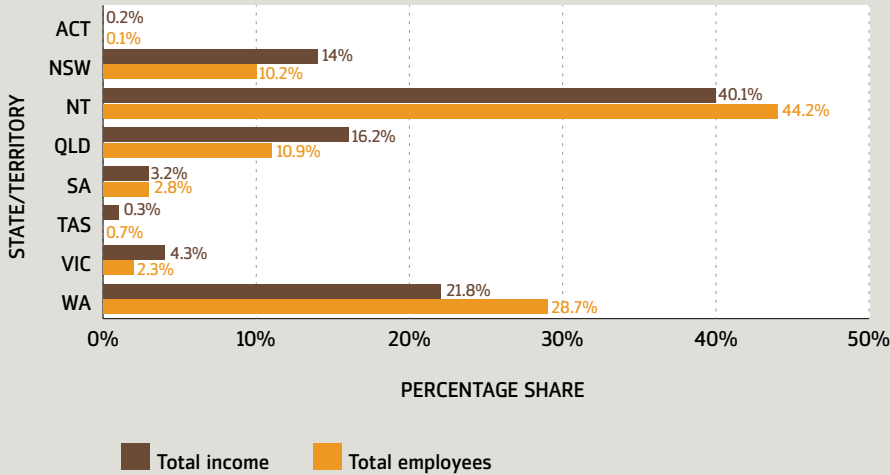


<sup>9</sup> Corporations report on the number of employees they have in general reports. The formula used to determine the number is:

1. count each full-time employee
2. for each part-time employee, work out a fraction that represents their weekly hours of work. Do this by dividing the part-timer's hours by the weekly hours of work of a full-time employee. For example, if a part-timer works eight hours a week, and your full-time employees work 38 hours: 8 divided by 38 = 0.21
3. count the fraction for each part-time employee.

Note: Community Development Programme (CDP) participants are treated as employees for the purposes of these thresholds.

**Figure 21:** Comparison of percentage shares of total income and total employees for the top 500 corporations by state/territory, 2014–15



The two jurisdictions which generated the largest share of total income (Northern Territory and Western Australia) employ a smaller percentage of total FTE employees comparative to their share of total income (figure 21). This is consistent with the data from the previous financial year.

**Figure 22:** Change in the number of employees at the top 500 corporations by state/territory, 2013–14 to 2014–15

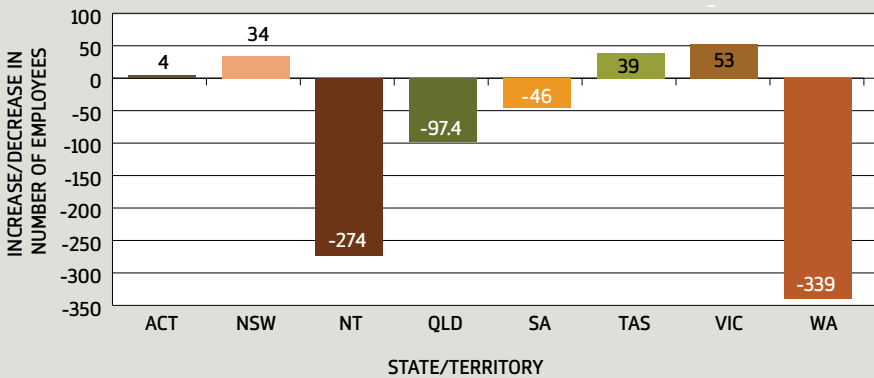


Figure 22 shows that, in the past year, four jurisdictions increased their FTE employee numbers—the Australian Capital Territory (four), New South Wales (34), Tasmania (39) and Victoria (53).

The key takeaway from the jurisdictional employment data is the loss of employment in the mining jurisdictions of Western Australia and the Northern Territory. Western Australia saw the largest decrease in FTE employee numbers, dropping by 339—from 2759 employees to 2240 (figure 22). Its percentage share fell slightly from 23.5 per cent to 21.8 per cent (figure 20).

It was a similar story in the Northern Territory, with the number of FTE employees falling by 274—from 4723 to 4449—in the past year (figure 22). The Northern Territory also saw a small decline in its percentage share from 40.3 per cent to 40.1 per cent (figure 20).

In the previous top 500 report (based on corporation reports for 2013–14) the biggest change in FTE employee numbers was an increase by 40. Changes in 2014–15 were significantly larger.



## DIRECTORS

Each year, corporations registered under the CATSI Act are required to provide the details of directors in their general reports, including their age, name and title—for instance, Dr, Mr, Mrs, Ms. This report has relied on directors' titles and first names, as reported in general reports, to identify gender.

**Table 5:** Average number of directors per board in the top 500 corporations, 2008–09 to 2014–15

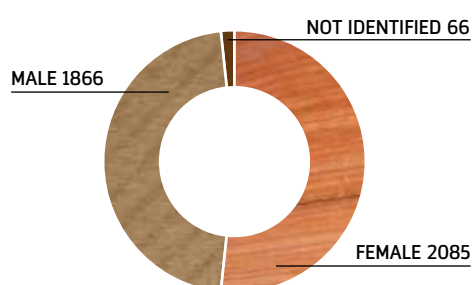
Financial year	2008–09	2009–10	2010–11	2011–12	2012–13	2013–14	2014–15
Average number of directors	7.6	7.9	7.7	8.0	7.8	7.9	8.1

At the time of reporting, four corporations in the top 500 were under special administration. In most cases when a special administrator is appointed, all director positions are vacated and the special administrator performs the role of the board. As a result these four corporations reported zero directors for 2014–15 and have therefore been excluded from the analysis to determine the 'average number of directors per board'.

In 2014–15 there was a total of 4017 director positions in the top 500 Aboriginal and Torres Strait Islander corporations. This represents an average of 8.1 directors per corporation. Since the publication of the first top 500 report, the average number of directors per corporation has remained consistently within the 7.6 to 8.1 range (table 5).

The smallest individual board had three directors and the largest had 57 directors. A greater number of corporations (325) had fewer directors than the average while 171 had a number above the average.

**Figure 23:** Gender of directors for the top 500 corporations, 2014–15



The gender of 66 directors (1.6 per cent) could not be determined as some corporations did not indicate gender-specific titles (for example Mr, Mrs, Ms) and the first names of their directors were also gender neutral (figure 23).

Excluding directors whose gender was not specified, the breakdown of male and female directorships was 47.2 per cent male compared to 52.8 per cent female. This is virtually unchanged from the previous financial year when there were 46.5 per cent male directors to 53.5 per cent female directors.

Strong female representation on Aboriginal and Torres Strait Islander corporation boards is not new. Since the Registrar began to document the gender split of directors through the top 500 reports, women have always been in the majority on boards. However, the representation of females has declined very slightly over the years (54.4 per cent in 2012–13; 53.5 per cent in 2013–14; and 52.8 per cent in 2014–15).



There were 19 all-male boards and 39 all-female boards. To some extent this may be explained by corporations choosing member/client representational models that reflect the business and objectives of the corporations. For example, a women's centre is more than likely to have an all-female board.

**Figure 24:** Representation of women on boards, some comparisons <sup>10</sup>

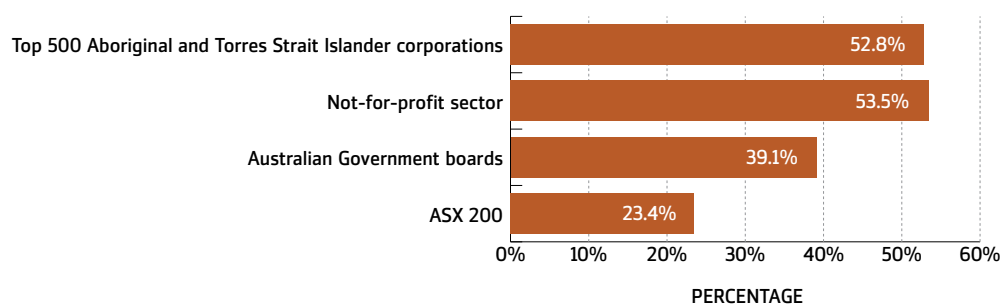
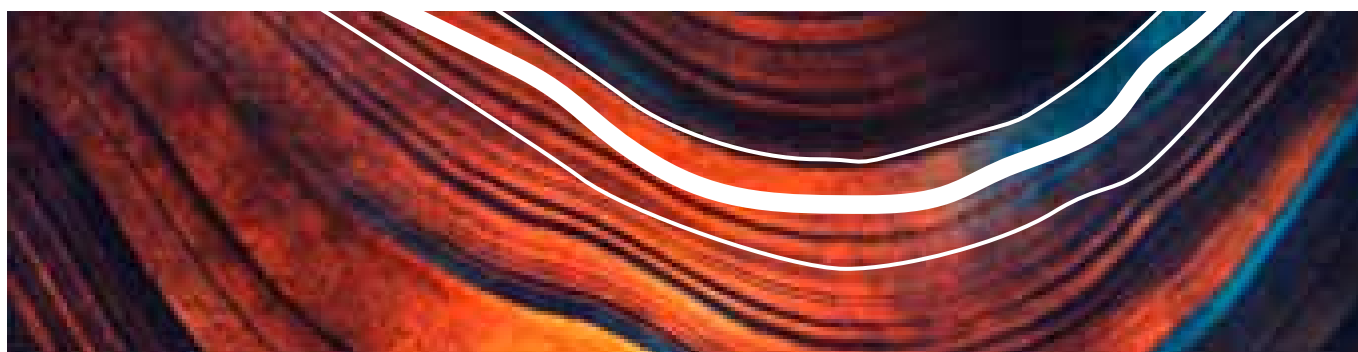


Figure 24 compares female representation on boards in a range of sectors. The female representation on boards of the top 500 Aboriginal and Torres Strait Islander corporations (52.8 per cent) slipped below that of non-executive directors <sup>11</sup> in the not-for-profit community sector (53.5 per cent). However, the percentage was still considerably higher than for companies listed on the Australian Stock Exchange ASX 200 (figure 24).



<sup>10</sup> Sources: Australian Institute of Company Directors 2015, Appointments to ASX 200 Boards, Statistics (30 June 2016), Australian Institute of Company Directors, viewed 12 July 2016 <<http://www.companydirectors.com.au/director-resource-centre/governance-and-director-issues/board-diversity/statistics>>; Australian Government Office for Women 2015, Gender balance on Australian Government boards report 2014–15, Commonwealth of Australia, October, p. 2; YWCA Australia, the Australian Council of Social Service and Women on Boards 2012, *Reflecting gender diversity: an analysis of gender diversity in the leadership of the community sector: inaugural survey results*, September, figure 3, p. 13.

<sup>11</sup> The category of 'non-executive directors' was used here for comparison as this category refers to directors that are not employed as fulltime executives involved in the day-to-day management of the organisation; see definition of non-executive director at <http://www.businessdictionary.com/definition/non-executive-director.html#ixzz2TzYd7fS6>. This fits with the profile of directors of Aboriginal and Torres Strait Islander corporations as the vast majority do not act in executive roles. Only 11.9 per cent of corporations have provisions in their rule books to allow directors to be remunerated for services provided as directors. See the Registrar's report: *Remuneration—a report benchmarking the salaries of Aboriginal and Torres Strait Islander corporations*, March 2013, p. 9 at [www.oric.gov.au](http://www.oric.gov.au). In addition, although 34.5 per cent of directors received remuneration in 2011–12, the view is that very few of those are paid in the capacity as an executive as only a small proportion received over \$10,000 in remuneration during 2011–12 (see the remuneration report, figure 3, p.11).

## SOURCES OF INCOME

This section examines the various sources of income for corporations registered under the CATSI Act. Information gathered from audited financial statements submitted between 2007–08 and 2014–15 by the top 20 corporations is provided in table 6 and figure 25. The total income of individual corporations in the top 20 in 2014–15 ranged from \$16.4 million to \$88.9 million. As a combined group their income amounted to \$586,488,630.

**Table 6:** Sources of income of the top 20 Aboriginal and Torres Strait Islander corporations, 2007–08 to 2014–15

Financial year	Government funding <sup>12</sup>	Self-generated income	Other income sources <sup>13</sup>	Philanthropic gifts
2007–08	\$154,196,133 (46.9%)	\$125,770,971 (38.2%)	\$48,971,244 (14.9%)	\$23,130 (<0.1%)
2008–09	\$161,122,873 (44.5%)	\$129,839,392 (38.8%)	\$71,509,524 (19.7%)	\$6015 (<0.1%)
2009–10	\$176,523,678 (45.8%)	\$150,516,053 (39.0%)	\$58,444,430 (15.2%)	\$2600 (<0.1%)
2010–11	\$184,974,330 (38.2%)	\$191,974,080 (39.6%)	\$107,520,775 (22.2%)	\$17,091 (<0.1%)
2011–12	\$210,945,564 (39.9%)	\$210,627,891 (39.8%)	\$107,417,202 (20.3%)	\$0 (0.0%)
2012–13	\$215,438,385 (36.9%)	\$233,573,905 (40.1%)	\$133,925,459 (23.0%)	\$350 (<0.1%)
2013–14	\$233,974,306 (39.5%)	\$265,904,656 (44.8%)	\$93,026,778 (15.7%)	\$0 (0.0%)
2014–15	\$230,537,009 (39.3%)	\$252,172,318 (43.0%)	\$102,279,303 (17.4%)	\$1,500,000 (0.3%)

Note: Percentages are of income sources against the combined income for the top 20 corporations for each financial year.

Government funding to the top 20 corporations has remained relatively steady since 2013–14, falling by just 0.2 per cent (from 39.5 per cent to 39.3 per cent)—see table 6. The share of self-generated income also decreased from 44.8 per cent to 43.0 per cent.

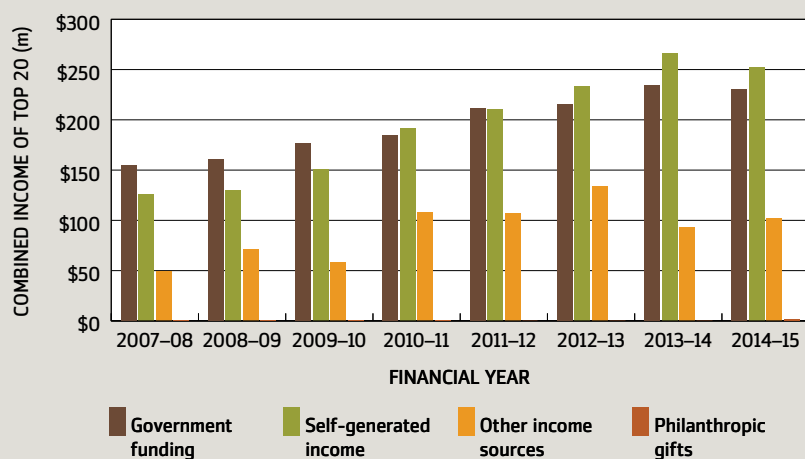
The proportion of government funding relative to other sources of income combined has decreased by 7.6 per cent over the previous eight financial years.

One corporation reported gift revenue of \$1.5 million during 2014–15 which was well above the total of donations or gifts for all top 20 corporations reported in the past seven years.

12 Government funding includes grants as well as other sources of government funding such as fuel tax credits.

13 Other sources of revenue include, but are not limited to, mining royalties, native title compensation packages and distributions from trusts.

**Figure 25:** Funding sources of the top 20 Aboriginal and Torres Strait Islander corporations, 2007–08 to 2014–15



Several trends were apparent when reviewing the sources of corporation income over the past eight financial years.

- » There was a general upward trend in government funding and self-generated income.
- » Both government funding and self-generated income increased every single year until 2014–15 when both categories declined.
- » The amount of self-generated income has steadily taken over from government-derived income as the leading source of income.
- » Income received from 'other income sources' showed a more erratic pattern over time as this funding source consists largely of mining royalties and compensation payments made under land use agreements, which can often be large one-off payments. The peak appears in 2012–13 at a time of significant investment activity related to the mining boom.
- » For seven years the income generated from philanthropic gifts remained less than 0.1 per cent of total income. A single corporation received gift income in 2014–15, representing 0.3 per cent of total income for the top 20.

## MORE ON GOVERNMENT FUNDING

The top 20 corporations have a range of different income models. They include corporations that almost exclusively deliver government services and programs, and those that derive their income from other sources.

Government funding for six corporations in the top 20 was in excess of 84 per cent of their total income (four corporations had government funding greater than 90 per cent). This suggests their business activities focused heavily on delivering services or programs on behalf of government. All six of these corporations operate in the health and community services sector. Each of these corporations had in excess of 100 FTE employees, with a single corporation reporting 307 FTE employees.

Another six corporations in the top 20 received government funding of less than 10 per cent of their total income. Two of these corporations received nil government funding during 2014–15 (both were located in the Pilbara region).

## OTHER OBSERVATIONS ON THE TOP 20 CORPORATIONS

All but one corporation in the top 20 reported their main place of business as in the Northern Territory (11) or Western Australia (eight). The other corporation was in New South Wales.

Ten corporations in the top 20 reported that they operated in one sector only.

The 'health and community services' sector was the most common sector in the top 20 with 13 corporations reporting that they operated in this sector. Six corporations reported they operated in the 'construction' sector.

The average board size of the top 20 corporations was 13.2 directors—higher than the average for the top 500 at 8.1 directors per board. The size of boards in the top 20 ranged from six to 27 directors. Two boards had an all-male composition, with all others comprised of a mix of genders.



## REGISTERED NATIVE TITLE BODIES CORPORATE

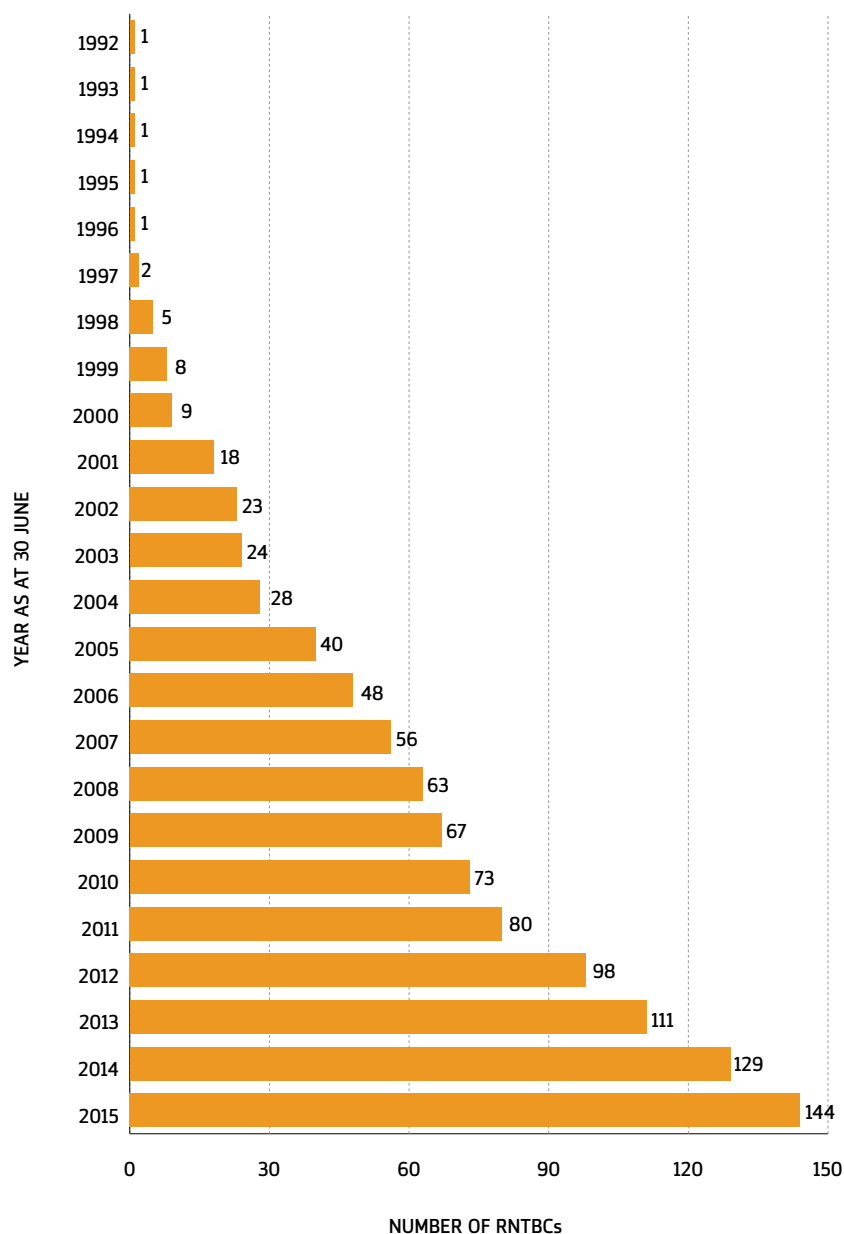
When a determination recognising native title is made by the Federal Court, the *Native Title Act 1993* requires traditional owners to establish a corporation to represent them and their interests. These organisations are prescribed for the purposes of the native title determination and referred to as prescribed bodies corporate (PBCs). Once a determination is made and registered on the National Native Title Register the corporation then becomes a registered native title body corporate (RNTBC). At that point the corporation's registered name is changed to acknowledge that it is an RNTBC. However RNTBCs are still commonly referred to as PBCs.

An RNTBC has prescribed functions under the *Native Title Act 1993* to:

- » hold, protect and manage determined native title in accordance with the objectives of the native title holding group
- » ensure certainty for governments and other parties interested in accessing or regulating native title land and waters by providing a legal entity to manage and conduct the affairs of the native title holders.<sup>14</sup>

The *Native Title Act 1993* requires all RNTBCs to be incorporated under the CATSI Act.

**Figure 26: RNTBC registrations**



Note: The date of registration for the purposes of this graph and top 500 report is taken as the date the native title determination took effect and the corporation was first determined to be a PBC. This information is registered on the National Native Title Register and once registered the corporation officially becomes an RNTBC.

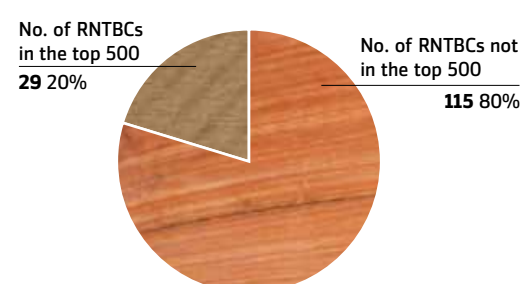
In recent years there has been a rapid increase in the number of native title determinations and therefore RNTBCs (figure 26). The graph however does not actually reflect the full number of native title determinations because some corporations are determined as the RNTBC for multiple native title determinations.

14 Background information on RNTBCs sourced from Australian Institute of Aboriginal and Torres Strait Islander Studies' (AIATSIS) website <<http://www.nativetitle.org.au/about.html>>.

## RNTBCS IN THE TOP 500 CORPORATIONS

This section of the report compares the 144 RNTBCs registered as at 30 June 2015 (including those outside the top 500) with the top 500 corporations for the 2014–15 reporting period.

**Figure 27: RNTBCs in the top 500 corporations, 2014–15**



Twenty-nine RNTBCs appeared in the top 500 for 2014–15 (see figure 27). This is eight more RNTBCs in the top 500 than 2013–14.

## INCOME OF RNTBCS

In 2014–15 the combined income of all 144 RNTBCs was \$112.0 million, which is almost double the reported income in 2013–14 (\$57.5 million). Several RNTBCs received large sums reported as payments for native title compensation or Indigenous land use agreements.

Just over half, 54.2 per cent (78 of 144 corporations) of RNTBCs reported an income greater than zero for 2014–15. This is a small increase from 2013–14 when 52.7 per cent of RNTBCs reported an income greater than zero.

The remaining 45.8 per cent of RNTBCs reported nil income or were exempted from reporting in 2014–15 (61 reported nil income, three were not required to report and two were granted exemptions). It is worth noting that the Registrar has granted many exemptions from reporting requirements in an effort to reduce the reporting burden for small corporations whose sole purpose is land holding—that is, they have no other activity or income. These corporations are required to report on a three year cycle rather than every year. For many RNTBCs with this type of exemption their reporting year was in 2014–15. All of these corporations that lodged a report, reported an income of zero. In 2013–14 a slightly higher proportion, 47.3 per cent, reported nil income or were exempted.

**Table 7: Comparison of total and average income for the top 500 corporations and all RNTBCs by state/territory, 2014–15**

State / territory	No. of top 500 corporations	Total combined income of top 500	Average income of top 500	No. of RNTBCs with income greater than zero	Total combined income of RNTBCs	Average income of RNTBCs
ACT	2	\$2,301,682	\$1,150,841	0	—	—
NSW	66	\$192,734,586	\$2,920,221	3	\$219,594	\$73,198
NT	165	\$831,848,834	\$5,041,508	4	\$1,405,418	\$351,354
QLD	95	\$205,990,272	\$2,168,319	41	\$8,936,638	\$217,967
SA	23	\$59,730,737	\$2,596,989	10	\$22,879,423	\$2,287,942
TAS	4	\$5,212,963	\$1,303,241	0	\$0	\$0
VIC	18	\$44,067,747	\$2,448,208	4	\$5,856,850	\$1,464,213
WA	127	\$540,470,252	\$4,255,671	16	\$72,720,660	\$4,545,041
<b>Total</b>	<b>500</b>	<b>\$1,882,357,073</b>	<b>\$3,764,714</b>	<b>78</b>	<b>\$112,018,583</b>	<b>\$1,436,136</b>

Note: Average income has been derived excluding the 66 RNTBCs with nil income or not required to report for 2014–15.

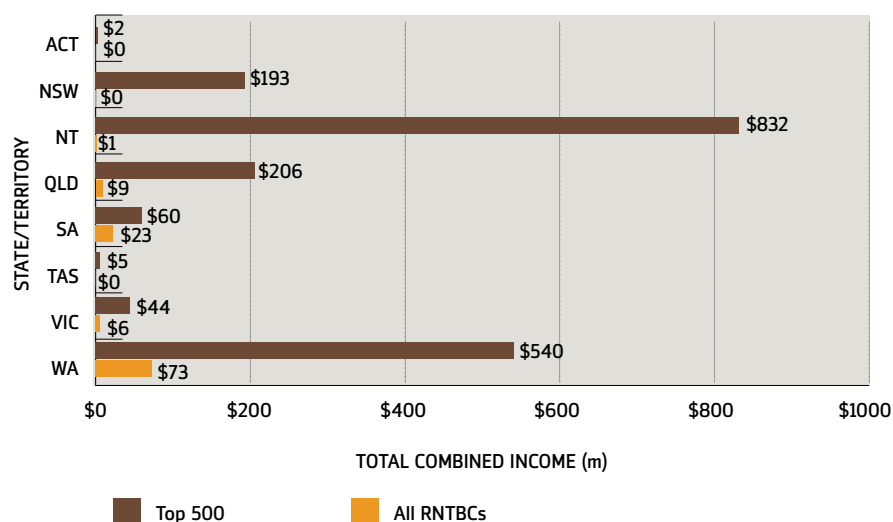
The average income for RNTBCs that did report an income in 2014–15 was \$1,436,136 (table 7). This is a significant increase on the average in 2013–14, which was \$844,905.

**Table 8:** Income and assets of RNTBCs ranked highest and lowest, 2014–15

Ranking of RNTBC in the top 500	Income	Assets
Highest (ranked 8)	\$26,334,775	\$108,143,239
Lowest (not ranked)	\$647	\$48,647

Table 8 shows the 2014–15 income and assets of RNTBCs with the highest income and lowest income greater than zero. Most corporations do not record native title interests as an asset in accounting terms in their balance sheet.

The rank of the highest ranking RNTBC has risen since last year. In 2013–14 the highest ranked RNTBC appeared at position 44, with an income of \$8,453,248 and assets of \$13,943,193.

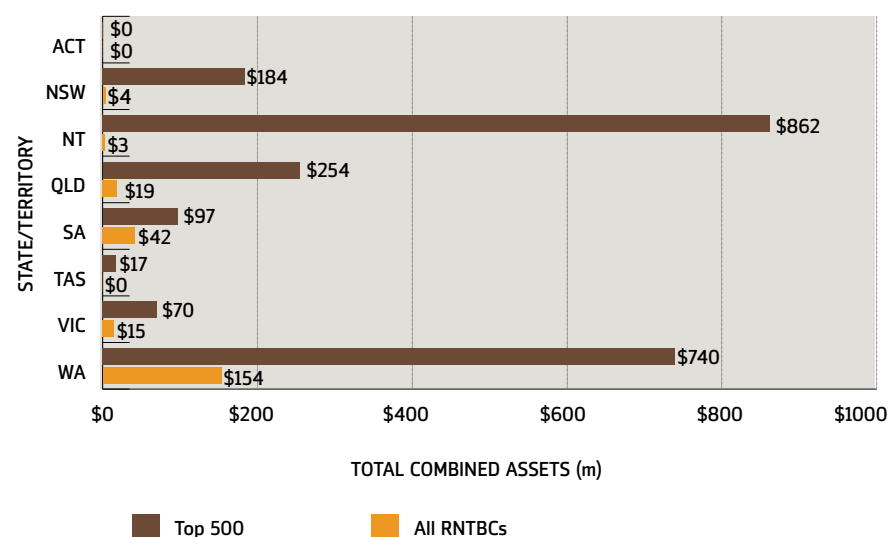
**Figure 28:** Total combined income for the top 500 corporations and all RNTBCs by state/territory, 2014–15

There did not appear to be any direct relationship by state/territory between the number of RNTBCs, their combined income or the combined income of top 500 corporations (figure 28). This was the same for assets (table 9 and figure 29).

**Table 9:** Total assets for the top 500 corporations and all RNTBCs with assets greater than zero by state/territory, 2014–15

State/ territory	No. of top 500 corporations with assets greater than zero	Total combined assets of top 500	Average assets of top 500	No. of RNTBCs with assets greater than zero	Total combined assets of RNTBCs	Average assets of RNTBCs
ACT	2	\$275,580	\$137,790	0	—	—
NSW	66	\$183,581,448	\$2,781,537	2	\$3,863,950	\$1,931,975
NT	164	\$862,054,141	\$5,256,428	4	\$2,587,129	\$646,782
QLD	95	\$254,300,122	\$2,676,843	33	\$18,790,931	\$569,422
SA	23	\$96,808,752	\$4,209,076	12	\$41,874,888	\$3,489,574
TAS	4	\$17,273,459	\$4,318,365	0	—	—
VIC	18	\$70,290,728	\$3,905,040	4	\$14,541,612	\$3,635,403
WA	125	\$739,675,699	\$5,917,406	14	\$153,509,861	\$10,964,990
<b>Total</b>	<b>497</b>	<b>\$2,224,259,929</b>	<b>\$4,475,372</b>	<b>69</b>	<b>\$235,168,371</b>	<b>\$3,408,237</b>

Note: Average assets have been derived excluding the 75 RNTBCs with nil assets or not required to report for 2014–15

**Figure 29:** Total combined assets for the top 500 and RNTBCs by state/territory, 2014–15

As was the case for combined income (figure 28), there does not appear to be any direct relationship by state/territory between the total combined assets of corporations in the top 500 compared with RNTBCs (figure 29).



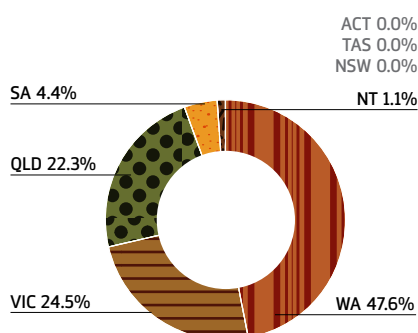
## EMPLOYEES OF RNTBCS

**Table 10:** Total FTE employees within top 500 corporations and all RNTBCs by state/territory, 2014–15

State/ territory	No. of top 500 corporations with employees	No. of people employed by top 500	No. of RNTBCs with employees	No. of people employed by RNTBCs
ACT	2	23	0	0
NSW	65	1549	0	0
NT	149	4449	2	3
QLD	90	1795	20	61
SA	20	306	4	12
TAS	4	77	0	0
VIC	16	476	3	67
WA	118	2420	11	130
<b>TOTAL</b>	<b>464</b>	<b>11095</b>	<b>40</b>	<b>273</b>

Table 10 shows that in 2014–15, 40 RNTBCs had a total of 273 FTE employees. This is six more RNTBCs and 38 more FTE employees than in 2013–14. There were still however 106 RNTBCs with no employees (or not required to report).

A total of 36 corporations in the top 500 reported nil employees, a further two corporations did not report a figure at all.

**Figure 30:** Percentage share of employees within RNTBCs by state/territory, 2014–15

Note: There were nil employees in the Australian Capital Territory, Tasmania and New South Wales.

Figure 30 shows that in 2014–15 almost half (47.6 per cent) of all FTE employees within RNTBCs were employed by RNTBCs in Western Australia. The next biggest shares were in Victoria with 24.5 per cent and Queensland with 22.3 per cent.

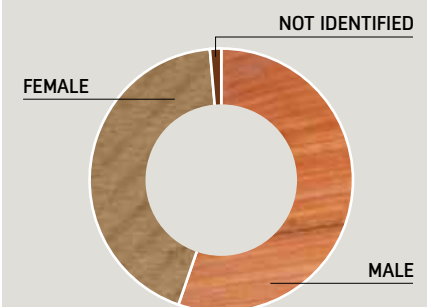
The percentage share of FTE employees in RNTBCs compared to the top 500 (figure 20) is remarkably different. For example, in Western Australia FTE employees within RNTBCs represent almost half (47.6 per cent) of all employees at RNTBCs, whereas for the top 500 that state holds only 21.8 per cent of the total FTE employees. Conversely, the majority share of FTE employees within the top 500 corporations are in Northern Territory (40.1 per cent) but this location has a very small share of FTE employees at RNTBCs (1.1 per cent). Table 10 shows the comparison by number of FTE employees.

## GENDER OF DIRECTORS IN RNTBCS

In 2014–15 there were a total of 1215 director positions in RNTBCs.

The average number of directors at RNTBCs was 8.4, which was slightly higher than all corporations in the top 500 (8.1 directors per corporation).

The smallest board comprised three directors and the largest had 22 directors.

**Figure 31:** Gender of directors for RNTBCs, 2014–15

Excluding directors whose gender was not specified—the gender of 14 directors (1.2 per cent) could not be ascertained due to the corporation not reporting the person's title and the gender ambiguity of the first name—the breakdown of male and female directorships of RNTBCs was 56.1 per cent male and 43.9 per cent female (figure 31).

This breakdown is the reverse of the gender representation in the top 500 corporations, with fewer females holding director positions in RNTBCs than in the top 500 corporations (see figure 25).

There were two boards of RNTBCs comprising all female directors and eight boards with all male directors. Of these, two boards (one board of each gender) were represented in the top 500.

## CASE STUDY: WINNAM ABORIGINAL AND TORRES STRAIT ISLANDERS CORPORATION

### WINNAM A WINNER IN SOCIAL SERVICE

**It started 25 years ago on the back of a \$100 donation. A group of concerned local Aboriginal volunteers got together to establish a corporation. The aim was to help provide affordable housing for the local community. A quarter of a century later, Winnam is a thriving concern with over \$22 million in assets.**



Winnam's founders at the 25 year anniversary dinner (left to right) Becky Thomson (chairperson), Cheryl Jacob (office manager) and Merle Dippel (vice chairperson).

**Brisbane, Queensland:** 'All of us already had our own homes and so it was upsetting to hear regular stories about community members having a hard time finding a place to rent. It just didn't seem fair,' said Winnam's chairperson, Becky Thomson. 'So we decided to do something about it. It was and never has been about us. It has always been about our community.'

Winnam Aboriginal and Torres Strait Islanders Corporation provides mainly housing and aged-care services. Its clients are Aboriginal and Torres Strait Islander people from all areas of the community and interstate but most come from the eastern Brisbane suburbs of Wynnum, Morningside and Bayside—part of Quandamooka country where the pandanus palm once grew in abundance.

In fact, Winnam takes its name from the Aboriginal word for pandanus palm.

The corporation's motto 'keeping our people together' is well known to members and refers to Winnam's connection to the community and to the bayside area. Its principal purpose is providing a network of support and a meeting place for local Aboriginal and Torres Strait Islander people.

Winnam is a 100 per cent community-based, not-for-profit corporation. It uses all its income to extend or improve services for local people—or, put another way, in fully pursuing its objectives. This fact is reinforced in the corporation's rule book which clearly states that neither members nor directors are permitted to receive any financial gain from the corporation.

Winnam's 2014–15 financial reports indicate that it received \$2.6 million in revenue and had only \$66,389 left after meeting all of its expenses in providing services.

The corporation was incorporated in 1990 by local Aboriginal volunteers under the *Aboriginal Councils and Associations Act 1976*. Early in the piece the Aboriginal and Torres Strait Islander Commission provided funding to purchase a few properties. These properties were, and still are, used to shelter vulnerable Indigenous people. Then as now, Winnam is a safe and trusted backstop for people in the community who face economic and social hardship, such as unstable employment, low income and discrimination from unscrupulous landlords.



The Winnam board members set out the strategic plan and communicate it to the corporation's senior staff. 'The relationship is very good,' said Becky Thomson. 'The staff do a fantastic job in bringing our vision to life.'



In July 2016 Winnam celebrated 25 years of operation. 'I am very proud and privileged to be one of three women who are founding board members,' said Becky Thomson.

Accommodation is offered to tenants at low rents which generate a very small income for the corporation. However, what comes in is well controlled and covers service costs and the upkeep of the properties—maintenance and repairs, rates, insurance and administration.

On the aged care side, the corporation has been funded for many years by the Queensland Department of Health and Ageing to manage the Georgina Margaret Davidson Thompson Hostel (known as Georgina Hostel) in Morningside. Although Georgina Hostel is open to everyone—Indigenous and non-Indigenous—it's the only residential aged-care facility in Brisbane that caters specifically for Aboriginal and Torres Strait Islander people. Any funds it generates, such as through residency fees, are immediately funnelled back into the hostel's administration and maintenance.

At an event four years ago, celebrating Winnam's 21 years of dedicated service to aged care, the deeds to the hostel were handed over to the corporation—a large statement of trust.

But services provided by Winnam don't stop at affordable housing and aged care. The corporation also runs all kinds of events for the community, including cultural activities for non-Indigenous people. In addition Winnam is for many Aboriginal and Torres Strait Islander people the first place they contact for advice and support. They know they'll receive guidance in any number of areas, from social justice issues to referrals for employment or accommodation.

And if that's not enough Winnam runs an art shop too—to showcase local talent and to sell a variety of arts and crafts, from paintings and prints to boomerangs, didgeridoos and many other unique items.

'I'm often asked what's the secret to Winnam's success and longevity,' said Becky Thomson. 'I have to say there is no secret but we have always had a strong and very good team at the helm, which has a lot to do with it.'

In all the years Winnam has been operating it has had only 30 directors.

Everyone at the corporation loves what they do and believes in the work. But the reality is it will soon be time to hand on to the next generation. 'We're entering a new phase now,' said Becky. 'We're looking to bring younger people onto our board who no doubt will bring new ideas and innovations to the workings of the organisation.'

Change is embraced—just so that whoever follows truly understands Winnam's vision and is strong in their heart.

'It doesn't matter how we work... what matters most is that we work together and never lose sight of the clients,' said director Denise Adams. 'Winnam is full of people quietly going about helping—that's our job—helping—it just happens.'

That's the Winnam way. It's all about helping people and 'keeping together'.

For more information [www.winnamatsic.org.au](http://www.winnamatsic.org.au)



Celebrating 21 years of dedicated service to aged care.



Speeches, entertainment and delicious food were all part of the 25 year anniversary celebrations.



**Table 11:** Winnam rankings in the top 500

Year	Rank	Income	Profit/(loss)	Assets	Equity	Employees
2007–08	156	1,779,023	7,399	12,342,022	12,126,354	19
2008–09	159	1,756,624	(44,131)	12,258,877	12,082,218	18
2009–10	130	2,224,111	115,630	12,602,588	12,197,848	18
2010–11	149	2,235,269	(89,155)	17,192,655	16,779,556	19
2011–12	173	2,273,925	161,909	17,566,054	16,941,465	20
2012–13	149	2,655,851	275,670	17,763,159	17,217,135	23
2013–14	159	2,438,425	80,309	18,412,944	17,847,813	21
2014–15	55	7,927,800	66,389	23,772,611	22,896,901	23

Note: In 2014–15 Winnam's income appears to rise significantly. This rise is largely attributable to a revaluation of assets.

To aid comparison with previous years, in 2014–15 the corporation had \$2,625,813 in revenue (grants, residents' fees and rents, interest, art sales and so on). The other \$5,301,988 of income is attributable to a revaluation of the corporation's rental properties.

**Winnam places great importance on reconciliation. It's guiding future generations of Aboriginal, Torres Strait Islander and non-Indigenous people to live together harmoniously and achieve positive changes.**



The painting on the boardroom wall illustrates Winnam's vision statement—to support Aboriginal and Torres Strait Islander people to live healthy and happy lives in the community. It constantly inspires the board to keep on improving Winnam's services.



Georgina Hostel



## APPENDIX: RANKING BY INCOME

	Rank 2014–15	Rank 2013–14	Income 2014–15	Change (%)	Employees	Change (%)	State
▲	1	3	\$88,873,326	49.0%	368	-4.4%	NT
■	2	2	\$65,246,565	-0.9%	48	-4.0%	NT
▲	3	5	\$39,255,537	-5.2%	307	-4.4%	NT
▲	4	7	\$34,547,700	8.6%	150	-62.5%	NT
▲	5	6	\$33,473,272	4.4%	111	-12.6%	WA
▲	6	8	\$32,637,624	9.9%	82	-73.9%	WA
▼	7	4	\$30,341,501	-29.6%	38	40.7%	NT
▲	8	54	\$26,334,755	255.2%	69	-12.7%	WA
■	9	9	\$25,742,729	-9.1%	163	-52.1%	NT
N/C	10	N/A	\$22,625,596	20.1%	49	N/C	WA
▼	11	10	\$21,261,481	-15.9%	91	0.0%	WA
▲	12	13	\$20,423,734	13.7%	131	-2.2%	NT
▼	13	12	\$20,261,019	9.2%	8	0.0%	WA
▼	14	11	\$19,603,461	4.8%	125	22.5%	NT
▼	15	1	\$18,893,822	-71.4%	22	-74.7%	WA
▲	16	17	\$18,525,267	15.8%	122	0.0%	NT
▲	17	23	\$17,661,467	21.9%	108	5.9%	NSW
▲	18	38	\$17,491,984	93.7%	35	-12.5%	NT
▼	19	16	\$16,839,359	0.1%	116	13.7%	NT
▲	20	46	\$16,448,431	98.8%	13	8.3%	WA
▼	21	14	\$16,369,094	-5.6%	131	-59.1%	NT
▼	22	21	\$16,334,657	9.6%	171	0.0%	QLD
▼	23	18	\$15,717,165	-1.2%	83	-22.4%	NT
▼	24	20	\$15,686,106	0.3%	54	-39.3%	NT
▲	25	34	\$15,385,146	40.3%	53	-39.8%	WA
▲	26	28	\$15,032,277	19.7%	82	5.1%	WA
▼	27	15	\$14,785,564	-12.3%	68	1.5%	NT
▼	28	19	\$14,280,417	-9.8%	67	6.3%	WA
▼	29	22	\$13,832,608	-5.7%	103	-1.9%	NT
▼	30	25	\$13,777,581	-1.6%	122	35.6%	NSW
▲	31	32	\$13,467,428	15.5%	78	-20.4%	NT
▼	32	27	\$13,452,631	3.6%	82	5.1%	NT
▲	33	186	\$13,370,661	548.5%	3	200.0%	WA
▼	34	24	\$13,051,967	-7.6%	50	-79.2%	WA
▼	35	30	\$12,531,458	6.0%	0	0.0%	NT
▲	36	37	\$12,273,370	22.6%	57	-36.0%	NSW
▼	37	29	\$12,094,924	2.1%	105	775.0%	NT
▼	38	35	\$11,946,943	15.9%	62	55.0%	NSW
▼	39	26	\$11,822,646	-10.7%	185	1.6%	NT
N/C	40	N/R	\$11,794,938	N/C	28	N/C	NT
▼	41	40	\$10,258,111	17.9%	79	-1.3%	NT
▲	42	47	\$10,147,367	24.5%	70	-5.4%	NSW
▼	43	31	\$10,030,069	-15.1%	55	3.8%	QLD
▼	44	36	\$9,723,695	-4.7%	11	-50.0%	WA
■	45	45	\$9,410,851	11.8%	119	22.7%	NSW
N/C	46	N/R	\$9,350,017	N/C	124	N/C	NT
▲	47	71	\$9,172,970	59.4%	58	16.0%	QLD
▲	48	213	\$9,127,123	403.8%	3	0.0%	SA
▼	49	41	\$8,900,647	2.7%	121	6.1%	VIC
▼	50	42	\$8,664,855	0.3%	53	3.9%	WA

- ▲ Increase from previous rank
- ▼ Decrease from previous rank
- No movement in rank
- N/C Information not calculable
- N/R Not registered
- No information supplied
- N/A Not ranked in top 500 in that year

	Rank 2014–15	Rank 2013–14	Income 2014–15	Change (%)	Employees	Change (%)	State
▲	51	59	\$8,619,802	24.2%	18	-5.3%	WA
▼	52	43	\$8,569,008	-0.5%	45	2.3%	QLD
▼	53	39	\$8,491,716	-3.1%	75	-1.3%	NSW
N/C	54	N/R	\$8,014,001	N/C	50	N/C	NT
▲	55	159	\$7,927,800	225.1%	23	9.5%	QLD
▼	56	51	\$7,706,589	2.1%	37	-24.5%	WA
▼	57	55	\$7,663,603	5.2%	48	-5.9%	WA
▼	58	48	\$7,552,327	-6.2%	86	-14.0%	VIC
▲	59	86	\$7,467,780	50.0%	66	1.5%	QLD
▼	60	58	\$7,363,076	4.2%	38	15.2%	WA
▼	61	60	\$7,304,269	6.9%	58	-27.5%	SA
▼	62	53	\$7,289,695	-2.5%	62	12.7%	QLD
■	63	63	\$7,263,935	13.9%	34	-17.1%	QLD
N/C	64	106	\$7,224,392	N/C	19	N/C	NT
▲	65	96	\$7,211,269	63.6%	59	-7.8%	NT
▼	66	49	\$7,087,240	-6.4%	45	28.6%	WA
▼	67	65	\$7,073,095	14.3%	45	4.7%	QLD
▲	68	82	\$6,900,222	32.6%	67	-30.2%	NT
▼	69	56	\$6,865,705	-3.5%	16	-11.1%	NT
▲	70	76	\$6,831,389	26.4%	18	0.0%	WA
▼	71	62	\$6,724,697	1.1%	52	6.1%	WA
▼	72	57	\$6,720,669	-5.2%	48	-17.2%	SA
▼	73	44	\$6,706,462	-20.7%	5	0.0%	SA
▼	74	66	\$6,681,109	.5%	126	93.8%	NT
▼	75	61	\$6,576,624	-2.9%	31	3.3%	WA
▼	76	68	\$6,405,474	9.4%	42	0.0%	WA
N/C	77	376	\$6,392,687	N/C	0	N/C	NT
▲	78	130	\$6,197,947	91.8%	8	100.0%	NT
■	79	79	\$6,157,748	16.5%	44	10.0%	QLD
▼	80	74	\$6,142,307	12.4%	55	0.0%	NSW
▼	81	50	\$6,129,585	-18.9%	29	-9.4%	WA
▲	82	85	\$6,051,598	21.5%	33	-5.7%	WA
▼	83	70	\$5,979,748	3.8%	64	-15.8%	QLD
▼	84	77	\$5,881,574	9.3%	43	-10.4%	QLD
▼	85	67	\$5,880,829	-3.0%	26	-13.3%	QLD
▼	86	69	\$5,663,534	-3.0%	40	-14.9%	NSW
▲	87	406	\$5,651,814	1013.3%	11	-45.0%	QLD
N/C	88	N/A	\$5,530,000	37927.8%	0	0.0%	WA
▼	89	75	\$5,421,399	-0.7%	30	-23.1%	WA
▼	90	89	\$5,408,092	10.5%	25	0.0%	NSW
▲	91	480	\$5,406,358	1473.3%	0	0.0%	NSW
▲	92	99	\$5,335,110	24.3%	45	9.8%	NT
▲	93	127	\$5,323,731	63.4%	23	15.0%	WA
▼	94	72	\$5,178,351	-8.8%	50	85.2%	NT
▲	95	147	\$5,162,496	86.9%	15	275.0%	WA
▼	96	81	\$5,160,279	-1.9%	0	-100.0%	WA
▼	97	92	\$5,140,523	9.2%	5	0.0%	NT
▼	98	90	\$5,036,397	5.0%	38	58.3%	WA
▲	99	118	\$5,001,113	35.6%	40	5.3%	NSW
▲	100	109	\$4,996,268	23.7%	21	110.0%	WA
▼	101	52	\$4,939,402	-34.4%	30	-28.6%	NT

- ▲ Increase from previous rank
- ▼ Decrease from previous rank
- No movement in rank
- N/C Information not calculable
- N/R Not registered
- No information supplied
- N/A Not ranked in top 500 in that year

	Rank 2014–15	Rank 2013–14	Income 2014–15	Change (%)	Employees	Change (%)	State
▼	102	84	\$4,792,491	-5.6%	10	0.0%	WA
▼	103	93	\$4,761,942	2.2%	42	5.0%	NT
▼	104	83	\$4,733,536	-8.1%	45	15.4%	NSW
N/C	105	N/A	\$4,641,158	N/C	2	0.0%	WA
▼	106	94	\$4,569,716	-0.2%	7	-22.2%	NT
▲	107	193	\$4,531,407	126.0%	24	50.0%	QLD
▲	108	117	\$4,486,724	21.3%	22	-21.4%	WA
▼	109	78	\$4,409,063	-16.9%	47	-16.1%	WA
▼	110	95	\$4,299,578	-2.9%	51	15.9%	WA
▼	111	88	\$4,293,889	-12.9%	25	-44.4%	WA
▲	112	115	\$4,217,326	8.1%	35	9.4%	QLD
▼	113	98	\$4,214,602	-2.3%	59	9.3%	WA
▼	114	103	\$4,193,557	-0.9%	31	181.8%	NT
▲	115	116	\$4,162,162	6.9%	28	-6.7%	NT
▲	116	121	\$4,147,126	19.2%	45	4.7%	VIC
▼	117	102	\$4,100,996	-3.1%	26	44.4%	NSW
▼	118	105	\$4,093,842	0.0%	38	11.8%	SA
▼	119	107	\$4,034,778	-0.6%	36	38.5%	WA
▼	120	114	\$3,986,315	1.5%	60	11.1%	QLD
▲	121	136	\$3,959,096	26.0%	14	16.7%	NSW
▼	122	64	\$3,934,980	-36.8%	11	-59.3%	WA
▲	123	125	\$3,928,778	17.5%	8	14.3%	NT
▼	124	110	\$3,908,448	-2.9%	25	47.1%	WA
▼	125	104	\$3,882,126	-5.6%	2	0.0%	NT
▲	126	211	\$3,874,295	112.2%	14	-54.8%	NT
▼	127	101	\$3,840,488	-9.5%	45	40.6%	NT
▲	128	407	\$3,835,574	656.6%	2	N/C	SA
▼	129	119	\$3,834,211	6.8%	24	20.0%	NT
▲	130	162	\$3,781,784	58.7%	36	24.1%	NSW
■	131	131	\$3,740,155	15.8%	11	22.2%	NSW
N/C	132	N/R	\$3,718,701	N/C	23	N/C	NT
▲	133	218	\$3,688,951	237.0%	54	25.6%	NT
▼	134	120	\$3,677,917	4.3%	40	0.0%	NSW
▼	135	97	\$3,669,166	-15.7%	30	-6.3%	NT
▲	136	144	\$3,652,248	30.4%	6	-14.3%	NT
▼	137	80	\$3,644,580	-30.9%	5	0.0%	WA
▼	138	111	\$3,620,538	-9.5%	26	-13.3%	SA
▼	139	100	\$3,518,590	-17.8%	12	-80.6%	NT
▼	140	133	\$3,497,329	9.8%	21	16.7%	NSW
▼	141	129	\$3,493,063	7.6%	15	25.0%	NT
▼	142	126	\$3,477,141	5.5%	32	10.3%	VIC
▼	143	141	\$3,418,325	18.2%	28	16.7%	NT
▼	144	138	\$3,360,568	9.5%	39	30.0%	QLD
▼	145	112	\$3,359,227	-15.1%	24	0.0%	WA
▼	146	124	\$3,340,846	-1.4%	36	-2.7%	WA
▲	147	300	\$3,273,546	205.3%	13	8.3%	QLD
▼	148	128	\$3,253,494	0.0%	56	0.0%	NSW
▼	149	122	\$3,173,863	-7.9%	14	-26.3%	NT
▼	150	149	\$3,128,590	14.0%	7	-12.5%	NT
▼	151	73	\$3,100,994	-44.2%	26	-13.3%	NT

- ▲ Increase from previous rank
- ▼ Decrease from previous rank
- No movement in rank
- N/C Information not calculable
- N/R Not registered
- No information supplied
- N/A Not ranked in top 500 in that year

	Rank 2014–15	Rank 2013–14	Income 2014–15	Change (%)	Employees	Change (%)	State
▼	152	135	\$2,927,802	-7.4%	6	-50.0%	NT
▼	153	151	\$2,877,982	7.5%	1	-66.7%	NT
▼	154	140	\$2,860,823	-5.6%	17	-29.2%	NT
▼	155	143	\$2,832,131	-0.5%	44	29.4%	WA
▼	156	132	\$2,805,000	-12.1%	31	63.2%	VIC
▲	157	295	\$2,803,741	155.8%	8	-50.0%	NSW
▲	158	160	\$2,800,917	15.2%	13	18.2%	QLD
▼	159	134	\$2,775,354	-12.6%	26	30.0%	VIC
▲	160	170	\$2,734,175	18.1%	22	4.8%	WA
▲	161	363	\$2,710,992	307.3%	11	0.0%	NSW
▼	162	158	\$2,699,359	10.1%	31	0.0%	QLD
▼	163	152	\$2,682,959	2.6%	32	14.3%	SA
▼	164	145	\$2,682,877	-3.7%	26	23.8%	QLD
▼	165	150	\$2,670,113	-0.4%	35	-2.8%	NSW
▲	166	292	\$2,622,784	132.4%	7	600.0%	VIC
▼	167	163	\$2,614,165	9.9%	17	0.0%	WA
▲	168	182	\$2,595,263	21.5%	20	N/C	WA
▲	169	184	\$2,533,246	20.6%	15	25.0%	NT
▼	170	123	\$2,514,640	-26.4%	3	-85.7%	WA
▼	171	161	\$2,500,858	3.3%	7	16.7%	NT
▼	172	165	\$2,492,852	6.2%	17	41.7%	WA
▼	173	154	\$2,491,102	-3.9%	25	-28.6%	NT
▲	174	209	\$2,476,982	35.2%	0	-100.0%	WA
▼	175	153	\$2,442,285	-5.8%	23	0.0%	WA
▼	176	172	\$2,433,940	5.7%	19	5.6%	NT
▲	177	178	\$2,407,691	8.7%	12	-7.7%	NT
▼	178	113	\$2,376,152	-39.7%	33	22.2%	QLD
▲	179	188	\$2,333,862	13.7%	19	280.0%	NT
▼	180	139	\$2,312,643	-24.5%	22	10.0%	NT
▼	181	146	\$2,310,740	-17.0%	24	-14.3%	SA
▲	182	204	\$2,305,434	21.8%	4	0.0%	NT
▼	183	148	\$2,301,674	-16.4%	20	-4.8%	NT
▼	184	171	\$2,284,876	-0.9%	0	0.0%	NT
■	185	185	\$2,281,490	10.0%	23	187.5%	WA
▼	186	175	\$2,234,023	-0.3%	11	-15.4%	NT
▼	187	177	\$2,211,161	-0.4%	25	0.0%	WA
▼	188	180	\$2,197,189	2.4%	18	0.0%	NSW
▼	189	164	\$2,161,799	-8.3%	14	-6.7%	QLD
▲	190	196	\$2,161,668	12.2%	22	4.8%	QLD
▲	191	198	\$2,151,327	12.3%	0	-100.0%	NT
▲	192	210	\$2,139,008	17.0%	5	25.0%	NT
▲	193	207	\$2,134,502	15.2%	39	N/C	TAS
▼	194	191	\$2,126,940	5.8%	0	-100.0%	NT
▼	195	181	\$2,081,209	-2.9%	19	-17.4%	NSW
▼	196	167	\$2,080,947	-11.1%	5	25.0%	NT
▲	197	237	\$2,068,640	36.1%	9	-35.7%	QLD
▼	198	195	\$2,062,912	6.9%	4	-42.9%	WA
▲	199	203	\$2,037,838	7.4%	6	-45.5%	NT
▲	200	247	\$1,976,558	36.8%	9	0.0%	NT
N/C	201	N/R	\$1,967,119	16.8%	40	0.0%	NT

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	Rank 2014–15	Rank 2013–14	Income 2014–15	Change (%)	Employees	Change (%)	State
▲	202	220	\$1,965,238	11.4%	14	40.0%	ACT
▼	203	137	\$1,962,646	-36.2%	25	0.0%	VIC
▼	204	197	\$1,955,639	1.7%	31	138.5%	VIC
▲	205	219	\$1,952,779	10.6%	6	-50.0%	NT
▼	206	201	\$1,937,813	1.8%	12	100.0%	QLD
▼	207	166	\$1,936,093	-17.3%	9	50.0%	WA
N/C	208	493	\$1,907,820	-8.3%	0	-100.0%	NT
▼	209	174	\$1,905,019	-16.2%	11	120.0%	NT
▼	210	189	\$1,897,666	-7.4%	47	213.3%	QLD
▼	211	194	\$1,888,769	-3.3%	3	0.0%	NT
N/C	212	N/R	\$1,888,578	N/C	0	N/C	SA
▲	213	232	\$1,881,499	15.2%	6	50.0%	NT
▲	214	216	\$1,878,211	5.3%	34	21.4%	QLD
▼	215	142	\$1,855,603	-35.4%	18	-30.8%	NT
▲	216	325	\$1,851,541	107.6%	12	140.0%	VIC
▲	217	224	\$1,846,198	8.6%	11	0.0%	WA
▼	218	187	\$1,836,919	-10.7%	8	-38.5%	NT
▲	219	282	\$1,825,456	55.8%	6	-14.3%	NSW
▲	220	236	\$1,810,627	17.6%	10	42.9%	NT
▼	221	192	\$1,787,825	-11.0%	10	100.0%	WA
▲	222	225	\$1,778,941	4.9%	4	0.0%	NT
▼	223	206	\$1,776,626	-4.9%	5	25.0%	NT
▼	224	215	\$1,758,545	-2.2%	17	-26.1%	NSW
▼	225	173	\$1,757,853	-22.9%	9	50.0%	NT
▼	226	208	\$1,745,954	-5.4%	16	-11.1%	QLD
▼	227	200	\$1,743,794	-8.5%	1	0.0%	WA
▲	228	256	\$1,739,098	30.1%	4	N/C	NT
▼	229	202	\$1,728,149	-9.2%	23	4.5%	QLD
▲	230	250	\$1,716,665	20.9%	30	15.4%	QLD
▼	231	221	\$1,705,585	-2.7%	22	-4.3%	QLD
▼	232	155	\$1,702,386	-33.3%	60	-1.6%	QLD
▲	233	242	\$1,677,974	13.7%	22	-12.0%	QLD
▲	234	240	\$1,675,024	11.8%	11	-8.3%	NSW
▼	235	226	\$1,672,403	-1.2%	6	N/C	WA
▲	236	274	\$1,656,862	35.5%	8	14.3%	NSW
▲	237	337	\$1,628,720	100.4%	52	100.0%	NT
▼	238	222	\$1,627,040	-6.7%	15	0.0%	SA
▲	239	251	\$1,608,749	14.2%	6	100.0%	NT
▲	240	336	\$1,592,509	89.2%	3	50.0%	WA
▼	241	223	\$1,589,344	-8.1%	5	-58.3%	NSW
▼	242	233	\$1,559,551	-3.7%	17	-22.7%	QLD
▼	243	87	\$1,550,999	-68.6%	12	N/C	NT
▼	244	227	\$1,550,885	-8.1%	11	-42.1%	NSW
▼	245	239	\$1,546,439	3.1%	15	7.1%	NSW
▼	246	190	\$1,544,040	-23.7%	3	N/C	NT
▲	247	303	\$1,531,717	46.7%	6	-14.3%	WA
▲	248	262	\$1,520,374	16.6%	11	10.0%	NSW
▼	249	169	\$1,499,650	-35.3%	15	-46.4%	WA
▼	250	229	\$1,492,521	-10.2%	4	-42.9%	WA
▼	251	217	\$1,492,046	-15.8%	19	5.6%	NT

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	Rank 2014–15	Rank 2013–14	Income 2014–15	Change (%)	Employees	Change (%)	State
▼	252	246	\$1,460,249	0.8%	7	75.0%	NT
▲	253	259	\$1,449,707	8.6%	38	58.3%	QLD
▼	254	230	\$1,444,936	-12.8%	22	4.8%	WA
▲	255	265	\$1,442,425	11.6%	0	-100.0%	WA
▲	256	309	\$1,440,770	46.4%	6	0.0%	NT
▼	257	241	\$1,434,930	-4.2%	3	-25.0%	WA
▼	258	244	\$1,434,336	-2.4%	7	250.0%	WA
▲	259	276	\$1,432,557	18.4%	12	0.0%	SA
▲	260	269	\$1,432,368	13.8%	22	0.0%	WA
▲	261	267	\$1,413,924	10.5%	23	0.0%	QLD
▲	262	291	\$1,410,550	24.9%	12	20.0%	WA
▼	263	254	\$1,399,659	2.2%	24	4.3%	TAS
▼	264	253	\$1,398,313	0.2%	25	2400.0%	NT
▼	265	255	\$1,395,487	2.9%	23	4.5%	QLD
▲	266	270	\$1,380,614	9.8%	6	0.0%	NT
N/C	267	N/A	\$1,374,720	-13.7%	8	-20.0%	WA
▲	268	319	\$1,373,455	51.7%	49	122.7%	WA
▲	269	344	\$1,361,844	75.8%	15	50.0%	NSW
▲	270	289	\$1,355,820	19.3%	16	0.0%	QLD
▼	271	248	\$1,355,455	-5.2%	22	46.7%	QLD
▼	272	263	\$1,348,031	4.1%	13	0.0%	WA
▼	273	272	\$1,345,453	7.8%	11	-15.4%	VIC
▼	274	157	\$1,342,097	-45.7%	23	27.8%	NT
▼	275	234	\$1,338,525	-16.4%	6	100.0%	NT
▼	276	231	\$1,319,983	-19.9%	8	14.3%	NT
▼	277	261	\$1,312,542	0.3%	19	-5.0%	NSW
▼	278	214	\$1,297,886	-27.9%	15	0.0%	WA
▲	279	283	\$1,292,075	11.4%	45	95.7%	NSW
▲	280	497	\$1,291,668	320.4%	10	400.0%	NT
▲	281	288	\$1,289,223	12.8%	9	80.0%	NT
N/C	282	N/A	\$1,283,857	1868.4%	1	0.0%	QLD
▲	283	293	\$1,276,393	15.3%	0	0.0%	SA
N/C	284	N/A	\$1,266,610	-16.1%	48	N/C	WA
▼	285	260	\$1,265,000	-5.1%	13	0.0%	NT
▼	286	275	\$1,248,252	2.8%	22	10.0%	QLD
■	287	287	\$1,244,155	8.5%	11	22.2%	QLD
▼	288	245	\$1,226,133	-16.2%	32	255.6%	WA
▲	289	306	\$1,225,283	22.5%	12	-20.0%	WA
▼	290	286	\$1,210,052	5.0%	12	0.0%	NT
▼	291	249	\$1,200,000	-15.9%	17	30.8%	QLD
▼	292	268	\$1,198,872	-5.3%	4	-42.9%	NT
▲	293	304	\$1,191,468	15.5%	5	150.0%	NT
▲	294	299	\$1,175,597	9.4%	6	-14.3%	WA
▼	295	243	\$1,163,576	-20.8%	11	-21.4%	NT
▼	296	280	\$1,150,590	-2.6%	8	0.0%	NT
▼	297	285	\$1,149,264	-0.5%	10	-28.6%	NSW
▼	298	290	\$1,148,569	1.1%	0	0.0%	NT
▼	299	278	\$1,143,994	-5.0%	7	0.0%	QLD
▼	300	228	\$1,137,484	-32.0%	9	-18.2%	WA
N/C	301	N/A	\$1,108,880	169.3%	0	0.0%	QLD

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	Rank 2014–15	Rank 2013–14	Income 2014–15	Change (%)	Employees	Change (%)	State
▲	302	333	\$1,100,484	30.1%	10	42.9%	NT
▲	303	349	\$1,096,288	43.4%	10	0.0%	WA
▲	304	511	\$1,095,817	325.8%	2	N/C	WA
▼	305	301	\$1,088,378	2.5%	10	0.0%	NT
▼	306	176	\$1,081,553	-51.4%	11	-42.1%	QLD
▼	307	258	\$1,074,730	-19.5%	16	33.3%	NSW
▼	308	271	\$1,049,464	-15.9%	20	-4.8%	NSW
▼	309	264	\$1,046,896	-19.1%	3	0.0%	WA
▲	310	320	\$1,026,618	13.6%	2	-50.0%	NT
▲	311	334	\$1,024,299	21.2%	11	22.2%	NT
▼	312	294	\$1,022,867	-7.1%	23	43.8%	WA
▲	313	316	\$1,018,838	7.8%	22	57.1%	NSW
N/C	314	N/R	\$1,017,360	N/C	10	N/C	NT
▼	315	91	\$1,015,019	-78.7%	4	0.0%	SA
▼	316	312	\$1,014,420	4.1%	11	22.2%	WA
N/C	317	N/A	\$1,010,013	259.2%	2	0.0%	WA
▼	318	305	\$1,004,616	-1.3%	14	-30.0%	QLD
N/C	319	N/A	\$989,191	530.9%	0	0.0%	NT
▼	320	315	\$983,082	2.3%	18	50.0%	WA
▼	321	308	\$981,210	-0.7%	20	-13.0%	WA
▼	322	235	\$968,913	-38.0%	7	-12.5%	NSW
▼	323	168	\$959,210	-58.7%	11	-8.3%	SA
▲	324	327	\$953,560	7.3%	3	0.0%	TAS
N/C	325	N/A	\$945,675	95.7%	1	0.0%	WA
N/C	326	N/A	\$942,423	416.0%	1	0.0%	NSW
▲	327	328	\$941,240	6.6%	8	0.0%	NT
▼	328	298	\$937,375	-12.9%	2	-60.0%	NT
▲	329	342	\$937,214	19.5%	12	33.3%	VIC
▼	330	199	\$932,008	-51.3%	11	0.0%	WA
▼	331	313	\$932,000	-4.0%	5	-16.7%	NT
▼	332	318	\$927,226	1.9%	8	0.0%	NSW
▼	333	331	\$910,050	6.5%	4	100.0%	NT
▼	334	329	\$906,936	3.0%	6	20.0%	NT
▼	335	332	\$901,721	5.6%	6	-14.3%	QLD
▼	336	238	\$892,226	-40.8%	8	-72.4%	SA
▼	337	317	\$890,514	-4.5%	12	33.3%	QLD
▲	338	476	\$881,175	148.5%	7	N/C	NSW
▲	339	366	\$870,818	32.9%	10	400.0%	VIC
N/C	340	N/R	\$869,623	N/C	0	N/C	NT
▼	341	321	\$865,195	-4.0%	9	80.0%	NSW
▲	342	364	\$864,708	30.6%	9	0.0%	VIC
▲	343	388	\$852,877	50.5%	1	N/C	QLD
▲	344	350	\$833,666	9.1%	3	50.0%	WA
▼	345	284	\$833,084	-28.2%	16	23.1%	VIC
▲	346	440	\$828,235	97.4%	7	0.0%	NSW
▼	347	310	\$827,658	-15.4%	8	33.3%	QLD
▲	348	431	\$823,898	86.7%	0	0.0%	NT
▼	349	324	\$812,378	-9.0%	2	N/C	NT
N/C	350	N/A	\$809,293	426.3%	3	-40.0%	SA
▼	351	338	\$809,171	-0.4%	2	0.0%	WA

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	Rank 2014–15	Rank 2013–14	Income 2014–15	Change (%)	Employees	Change (%)	State
▲	352	469	\$807,666	121.8%	0	0.0%	QLD
▲	353	408	\$806,048	61.5%	3	-40.0%	NSW
▲	354	361	\$802,993	16.8%	14	27.3%	NSW
▼	355	341	\$796,399	1.2%	5	-50.0%	QLD
▲	356	378	\$795,679	29.6%	15	7.1%	NSW
▼	357	339	\$791,796	-1.9%	5	25.0%	NT
▲	358	385	\$791,025	39.1%	4	0.0%	NT
▼	359	346	\$786,730	1.8%	6	-40.0%	QLD
▼	360	358	\$778,645	8.7%	14	16.7%	QLD
▲	361	429	\$771,086	74.5%	1	0.0%	WA
▼	362	360	\$764,410	9.1%	3	0.0%	QLD
N/C	363	N/A	\$762,579	3469.3%	1	N/C	NT
▼	364	323	\$762,325	-15.2%	4	0.0%	QLD
N/C	365	N/R	\$750,174	N/C	-	N/C	SA
▼	366	311	\$747,111	-23.6%	8	33.3%	WA
▼	367	355	\$745,682	0.6%	14	0.0%	NT
▼	368	362	\$743,072	9.3%	10	25.0%	NSW
▲	369	395	\$738,554	37.6%	7	16.7%	WA
▼	370	326	\$732,824	-17.5%	0	0.0%	NT
▼	371	351	\$731,683	-3.0%	14	-30.0%	NT
▲	372	416	\$728,718	55.6%	7	-30.0%	QLD
▼	373	352	\$725,453	-3.5%	10	-44.4%	NSW
▼	374	322	\$725,242	-19.4%	11	-8.3%	TAS
▲	375	484	\$704,306	108.4%	2	100.0%	WA
▼	376	357	\$694,062	-4.6%	10	25.0%	NT
▼	377	375	\$693,783	12.2%	5	0.0%	NT
N/C	378	N/A	\$687,370	165.4%	0	0.0%	WA
▼	379	277	\$682,998	-43.5%	15	87.5%	NSW
▼	380	354	\$681,250	-8.2%	5	0.0%	WA
▼	381	374	\$679,285	9.5%	10	11.1%	NSW
▼	382	330	\$676,766	-21.3%	4	-33.3%	NT
▼	383	372	\$676,434	7.1%	3	-50.0%	NT
▼	384	383	\$669,874	15.6%	0	0.0%	NT
▼	385	307	\$666,276	-33.3%	5	-16.7%	NSW
▲	386	499	\$654,491	123.7%	20	5.3%	QLD
N/C	387	N/A	\$646,833	357.9%	0	0.0%	NT
▲	388	437	\$645,888	51.1%	4	0.0%	WA
N/C	389	N/A	\$645,834	21095.7%	1	N/C	NT
▼	390	370	\$645,787	0.6%	9	-18.2%	WA
▼	391	384	\$634,848	10.4%	4	0.0%	QLD
▼	392	371	\$638,376	0.1%	10	-67.7%	QLD
▼	393	281	\$632,844	-46.2%	3	50.0%	NT
▼	394	343	\$629,184	-19.0%	1	0.0%	WA
▼	395	353	\$627,722	-15.6%	3	200.0%	SA
▲	396	412	\$626,108	29.3%	7	40.0%	QLD
▼	397	345	\$623,662	-19.3%	6	-14.3%	WA
N/C	398	N/A	\$623,333	6133.3%	9	N/C	WA
N/C	399	N/A	\$617,061	743.2%	0	0.0%	QLD
▼	400	386	\$616,577	8.4%	15	7.1%	NT
▼	401	340	\$616,438	-23.4%	5	-16.7%	WA

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	Rank 2014–15	Rank 2013–14	Income 2014–15	Change (%)	Employees	Change (%)	State
▼	402	379	\$612,125	0.2%	3	0.0%	NT
▼	403	397	\$604,039	13.3%	5	0.0%	NT
▼	404	377	\$601,987	-2.1%	9	0.0%	NT
▼	405	399	\$592,315	13.2%	6	100.0%	QLD
▲	406	488	\$587,302	77.8%	2	0.0%	NSW
▼	407	402	\$582,868	14.1%	10	233.3%	NSW
N/C	408	N/R	\$580,021	N/C	2	N/C	QLD
▼	409	296	\$569,025	-47.8%	9	-57.1%	NSW
▲	410	487	\$566,023	71.1%	6	20.0%	QLD
▼	411	380	\$564,670	-3.9%	6	-25.0%	QLD
▲	412	449	\$564,133	39.1%	2	100.0%	NT
▲	413	474	\$554,987	55.0%	4	0.0%	NSW
▼	414	387	\$553,192	-2.7%	7	16.7%	NT
▲	415	444	\$551,828	34.0%	5	N/C	QLD
▼	416	365	\$546,887	-17.0%	3	50.0%	WA
▲	417	486	\$540,894	62.2%	1	0.0%	QLD
▼	418	382	\$530,717	-8.6%	7	40.0%	NSW
▼	419	392	\$530,639	-4.0%	9	12.5%	WA
▼	420	409	\$524,342	5.9%	0	0.0%	NT
▲	421	422	\$523,540	15.2%	5	-58.3%	NT
▼	422	393	\$522,294	-4.6%	6	100.0%	NT
▼	423	413	\$514,973	7.6%	18	157.1%	WA
▼	424	297	\$504,688	-53.5%	1	-50.0%	WA
▼	425	423	\$503,930	11.6%	2	0.0%	WA
▼	426	373	\$498,249	-19.7%	9	125.0%	QLD
▲	427	439	\$490,174	16.6%	6	20.0%	QLD
▲	428	430	\$487,605	10.4%	5	0.0%	QLD
▼	429	391	\$483,109	-12.7%	5	-54.5%	QLD
▼	430	410	\$482,720	-1.4%	0	0.0%	WA
▼	431	425	\$482,191	8.0%	4	300.0%	NT
▼	432	356	\$481,047	-34.3%	1	0.0%	WA
▲	433	467	\$481,001	30.8%	4	0.0%	QLD
▼	434	401	\$480,328	-7.3%	4	-20.0%	NT
■	435	435	\$478,733	11.3%	6	0.0%	QLD
▼	436	394	\$475,799	-12.2%	1	-50.0%	NT
▼	437	403	\$474,165	-7.1%	4	0.0%	WA
▲	438	441	\$474,107	13.9%	3	-25.0%	SA
▲	439	479	\$473,802	36.8%	10	900.0%	WA
▼	440	415	\$470,453	0.3%	4	-33.3%	NT
▲	441	461	\$470,120	22.9%	4	-42.9%	WA
▲	442	452	\$468,625	17.0%	11	37.5%	NT
■	443	443	\$467,990	13.4%	6	0.0%	NT
▼	444	396	\$466,167	-12.6%	2	-33.3%	NT
▼	445	390	\$463,053	-17.8%	9	12.5%	NT
▼	446	424	\$460,702	2.2%	3	0.0%	QLD
▲	447	468	\$450,613	23.5%	2	0.0%	NT
▼	448	432	\$449,572	1.9%	7	-12.5%	NT
N/C	449	N/A	\$447,746	137.8%	2	100.0%	VIC
N/C	450	N/A	\$445,314	405.9%	2	N/C	QLD
N/C	451	N/A	\$445,224	104.3%	1	0.0%	WA

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	Rank 2014–15	Rank 2013–14	Income 2014–15	Change (%)	Employees	Change (%)	State
▼	452	369	\$442,615	-31.2%	10	0.0%	QLD
▼	453	411	\$441,545	-9.1%	1	0.0%	QLD
▼	454	436	\$439,248	2.6%	5	0.0%	WA
▼	455	447	\$438,113	7.6%	3	-25.0%	NT
N/C	456	N/A	\$436,954	-8.6%	3	N/C	NT
▼	457	367	\$436,808	-32.8%	6	0.0%	WA
▼	458	418	\$434,340	-6.2%	5	0.0%	QLD
▼	459	433	\$433,936	0.3%	6	20.0%	NT
▼	460	459	\$430,877	11.1%	4	-20.0%	QLD
▼	461	414	\$429,477	-8.6%	5	-50.0%	QLD
▼	462	428	\$429,388	-3.1%	28	N/C	NSW
N/C	463	N/A	\$418,673	66.4%	8	100%	WA
▼	464	421	\$414,331	-9.5%	0	0.0%	NT
N/C	465	N/A	\$412,094	44.8%	2	0.0%	WA
▼	466	462	\$408,546	6.9%	4	33.3%	SA
▼	467	457	\$406,551	3.6%	10	0.0%	NSW
N/C	468	N/R	\$406,164	N/C	-	N/C	VIC
▼	469	398	\$405,397	-23.6%	5	400.0%	WA
▼	470	405	\$404,308	-20.5%	5	25.0%	QLD
▲	471	483	\$401,257	17.9%	5	0.0%	NT
▼	472	417	\$393,679	-15.6%	7	0.0%	WA
▼	473	466	\$386,788	4.0%	3	N/C	NT
N/C	474	N/A	\$384,755	259.3%	0	0.0%	NT
▼	475	448	\$384,387	-5.3%	0	0.0%	QLD
▼	476	458	\$381,078	-2.3%	2	0.0%	QLD
N/C	477	N/A	\$379,648	48.9%	1	-50.0%	QLD
N/C	478	N/A	\$375,899	50.7%	2	N/C	SA
▼	479	450	\$372,588	59.6%	2	0.0%	WA
▼	480	404	\$370,903	-27.2%	3	-25.0%	NSW
▼	481	473	\$363,191	1.4%	5	66.7%	NSW
▼	482	454	\$355,006	-10.6%	1	N/C	QLD
▼	483	273	\$353,790	-71.4%	5	0.0%	QLD
▼	484	434	\$353,301	-18.3%	8	0.0%	NT
▲	485	492	\$345,302	9.0%	5	0.0%	QLD
N/C	486	N/A	\$345,075	78.4%	3	200%	NT
▼	487	482	\$342,176	0.1%	5	0.0%	QLD
▼	488	464	\$337,910	-10.6%	3	N/C	QLD
▼	489	471	\$336,444	-7.0%	9	0.0%	ACT
N/C	490	N/A	\$336,000	256.9%	0	0.0%	WA
N/C	491	N/A	\$334,812	2844.7%	13	N/C	WA
N/C	492	N/A	\$332,803	325.1%	1	N/C	NSW
▼	493	445	\$331,871	-19.0%	5	0.0%	QLD
▼	494	477	\$326,782	-7.6%	5	-16.7%	QLD
■	495	495	\$326,629	5.0%	3	0.0%	NSW
N/C	496	N/A	\$316,575	-36.3%	0	0.0%	QLD
N/C	497	N/A	\$315,821	30.3%	0	0.0%	WA
	498	N/R	\$313,309	N/C	9	N/C	QLD
▼	499	381	\$312,355	-46.3%	0	-100.0%	VIC
N/C	500	N/A	\$310,716	110.5%	0	0.0%	WA

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