



Notice of 2021 Annual General Meeting

17 November 2021



Table of Contents

1. Notice of Meeting	2
2. Draft Agenda.....	2
3. Business of the Meeting.....	3
4. Explanatory Notes	4
Appendix A: Draft Minutes of Previous Meetings [Item 1a & 1b].....	5
Appendix B: Financial and related reports [Item 2].....	14
Appendix C: Director Nominees [Item 3a & 3b]	35

1. Notice of Meeting

Notice is given that the Annual General Meeting of the Infrastructure Sustainability Council (the ISC) will be convened as follows:

Date: Wednesday 17 November 2021

Time: 14:00 – 15:30 (AEST)

Location: Microsoft Teams

RSVP: Registration is essential

Register [here](#) or on the ISC website before 17:00 AEST on Friday 12 November 2021.

2. Draft Agenda

14:00	Virtual AGM commences	
14:05	Opening and Acknowledgement of Country	Facilitator
14:07	Chair's Welcome	Chair
14:10	Order of Business and Protocols	Facilitator
14:15	Declaration of Quorum and Proxies <ul style="list-style-type: none">• Declaration of Quorum• Declaration of Proxies• Apologies received• Call for additional items of general business	Company Secretary Company Secretary Company Secretary Facilitator
14:20	Annual Update and Financial Report <ul style="list-style-type: none">• Chair's Report• Chief Executive Officer's Report• Questions to Directors	Chair Chief Executive Officer Chair and Directors
15:00	Proposed Resolutions	Facilitator
Item 1	Previous Minutes <ul style="list-style-type: none">a) 2020 Annual General Meeting Minutesb) 2021 Special General Meeting Minutes	Chair
Item 2	Financial and Related Reports	Chair
Item 3	Election of Member Directors <ul style="list-style-type: none">a) Aotearoa New Zealandb) Australia	Chair
15:10	Transition of the Chair of the Board	Chair / Deputy Chair / Chair Elect
15:20	General Business	Facilitator
15:30	Close	

3. Business of the Meeting

Members are invited to consider the following items of business at the Annual General Meeting in accordance with Company's Constitution, the Corporations Act and the ACNC Act:

Item 1	Minutes of Previous General Meetings	Attachments
Description	To receive and consider the draft minutes from the Annual General Meeting 14 November 2020 and Special General Meeting 6 August 2021 and if thought fit, approve the following:	
Resolution	<i>1a) That the minutes of the 2020 Annual General Meeting be accepted 1b) That the minutes of the 2021 Special General Meeting be accepted</i>	Appendix A
Item 2	Financial and related reports	
Description	To receive and consider the Financial Report and the related Directors' and Auditor's Reports in respect of the financial year ended 30 June 2021. If thought fit, approve the following:	
Resolution	<i>That the Annual Report of the Directors, the statement of accounts and balance sheet for the year ended 30 June 2021 be accepted</i>	Appendix B
Item 3	Election of Member Directors	
Description	To declare as duly elected in accordance with the Constitution of the Infrastructure Sustainability Council and for all other purposes, subject to completion of background checks and receipt of consents: <i>3a) one (1) Member Director from Australia 3b) one (1) Member Director from Aotearoa New Zealand</i>	Appendix C

4. Explanatory Notes

Voting

This year the secure and authenticated ballot will be administered electronically by TrueVote. The ballot will be open at 19h00 AEST on 25 October 2021 until 19h00 AEST on 15 November 2021. Each Member is entitled to vote once. The results will be announced at the AGM.

Proxies

A Member is entitled to appoint a proxy to attend the AGM instead of the Member. The proxy can also vote in the electronic ballot, in accordance with the instructions from the Member. In the event of needing to nominate a proxy, please email secretariat@ISCouncil.org to receive the appropriate form. The form must be returned to secretariat@ISCouncil.org by 12h00 AEST on 15 November 2021, no later than 48 hours before the commencement of the meeting.

Annual Financial Report

Attached as **Appendix B**. Members will be given ample opportunity to raise questions or share comments with the Company. Questions about the financial statements may require reference to records which will not be available at the AGM.

So that questions are given meaningful answers, you must submit any questions on the financial statements in writing by email to secretariat@ISCouncil.org by 12h00 AEST on 15 November 2021.

Member Director Election

The Board has resolved (in accordance with 36.1 of the ISC Constitution) that the number of Directors as at and from the AGM be 10 (ten). Accordingly, there are two (2) Member Director vacancies; one (1) residing in Aotearoa New Zealand and one (1) in Australia.

The following skills have been identified by the Council's Board as being highly desirable:

Sector	Skills	Experience
Government	Finance (CPA/Accounting)	Executive Leadership
Asset Owner/ Operator	Technology (Digital products)	Governance
Investor/Sustainable Finance		

Applications from people of diverse backgrounds and locations were encouraged. Nominees are listed in **Appendix C**.

Ballot

The secure and authenticated ballot will be administered by [TrueVote](#). Instructions will be contained in the unique key provided to each Member Representative in a separate email. A Member organisation is only eligible to hold 1 seat on the Board. The appointment of the top candidate in each jurisdiction will be conditional on them meeting the requirements. Should it then arise, post-AGM, that a nominee does not meet the criteria, then the candidate with the next highest votes in that jurisdiction will be sequentially appointed. The alphabetised candidate list, by Member organisation, is attached as **Appendix C**. This list will be mirrored in the ballot



|| Appendix

Appendix A: Draft Minutes of Previous Meetings [Item 1a & 1b]

1a) DRAFT ANNUAL GENERAL MEETING MINUTES 2020

Date: 17 November 2020
Time: 14:00 – 15:30 (ADST)
Location: Zoom

Attendees:

Members

AECOM	Infrabuild	Robin Mellon (Better Sydney)
Alex Fraser /Hanson	Jacobs	Alison Rowe (Independent Director)
Arup	JHD	Sarah Marshall (Member Director)
Aurecon	John Holland	Ainsley Simpson (ISCA)
Australian Rail Track Corporation(ARTC)	Losee Consulting	Leo Coci (Member Director)
Beca New Zealand	MG Solutions	Monique Cornish (Retiring Director)
Cement Concrete & AggregatesAustralia	Nation Partners	Dorte Eklund (Director)
City Rail Link Limited	Red Fox Advisory	Marko Misko (Retiring Director - up for renomination)
CmdrKat Consulting	Refugee Talent	Ben Schnitzerling (Retiring Director - up for renomination)
CPB Contractors	Soil Cyclers	Patrick Hastings (ISCA)
Downer	Sustainable Build Environment	Adrienne Miller (ISCA)
Edge Environment	Tonkin Taylor	Toby Gray (ISCA)
ETool	Transport NSW	Eva Wang (ISCA)
Gartner Rose	Transurban	Nina Banfield (ISCA)
Geofabrics	Wolf Peak	Judith Levitt (ISCA)
GHD	WSP	Ben Wade (ISCA)
Holcim Australia		Carlos Gonzales (ISCA)
HWL Ebsworth	Simon Joyce	Claudia Sylvestre (ISCA)
	Tracey Ryan	Declan Collins (ISCA)

Meeting Commenced at 14:03 (ADST)

Chair's welcome

Robin Mellon, facilitator for the AGM, welcomed attendees to the meeting.

He acknowledged the Traditional Owners of the Land, extending that welcome to Aboriginal and Torres Strait Islander People in attendance.

Chair of the ISCA Board, Alison Rowe, formally welcomed members and attendees. She introduced Sarah Marshall Deputy Chair, and all current Directors and their locations, noting Jeremy Stone was an apology. She also noted that the ISCA Executive Ainsley Simpson and Patrick Hastings were on the call, along with the management team.

Order of Business

Robin confirmed the following:

- Declaration of quorum and proxies
- Chairs address followed by the CEO Report
- Questions
- Resolutions:
 - Item 1 - Minutes from previous general meetings
 - Item 2 - The annual financial statement
 - Item 3 - Rotation of the auditor and
 - Item 4 – the Election of 3 Member Directors

The following protocols were also covered:

- Voting, with electronical voting closing at 14:30
- Technology, with slide deck available on the website
- Asking questions
- Meeting etiquette

Declaration of Quorum and Proxies

Deputy Chair, Sarah Marshall confirmed no proxies had been received. She further confirmed 64 members were present.

Alison Rowe declared the meeting quorate in accordance with ISCA's Constitution.

Annual Update and Financial Report

The following was noted by Alison Rowe in her address as Chair:

- The loyalty of the ISCA members base, with over 80% of members renewed. Those members which honoured the payment terms were specifically praised.
- The diversification of our services and products, a strategy set in motion nearly 4 years ago.
- The resilience of the collective team; the Board, executive and employees. Embracing the organizational values being responsible, dynamic and collaborative.

The annual update continued with details regarding:

- Strategy: The new Strategic Plan was launched on the 1 July 2020 and outlines how ISCA will generate broader returns for society by working closely across industry to ensure sustainability is embedded in infrastructure decision making. This will see Australia and Aotearoa New Zealand recognised as the global sustainability leaders.
- Governance: A revised Constitution which fully aligns with best practice and modern governance

standards. was adopted by members at the outset of this new financial year. Company Secretary, Sally Joseph had tendered her resignation, and her contribution was duly acknowledged.

- Board Changes: 3 Directors retiring at this AGM - Monique Cornish, Marko Misko and Ben Schnitzerling. Ben and Marko were noted as re-nominating as Member Directors. Alison Rowe noted her appreciation of the valuable insight through the lens of member value, risk, governance or strategic opportunities that these Directors; and thanked them for their contributions on behalf of the ISCA Board and Team.

Alison also extended thanks to the Executive and Team for their committed effort, resilience and rapid adaption to the changing circumstances of recent months; and maintaining their focus on delivering for members, partners and the community.

Robin Mellon confirmed voting would close at 14:30.

Ainsley Simpson then proceeded with the CEO Update which included the financial results, overall performance and notable items across our major business activities.

She also noted highlights from the 2020 ISCA Impacts Report; along with a recap of organisational KPIs.

Ainsley Simpson closed off sharing the outlook for 2021 and by thanking members and partners for their support and encouragement to continuously improve.

Questions

CmdrKat Consulting enquired about the reasons for member renewals being at the levels reported.

Ainsley Simpson indicated that this was due to the benefits members receive; which is possible as ISCA continue to listen actively to members about their needs. She pointed to the outcomes of the annual member survey which revealed that ISCA is delivering business benefits which enabling commercial outcomes, industry benefits through collaboration and wider societal benefits by delivering sustainable outcomes for communities. In terms of activities, she further highlighted in the previous years feedback two activities are noted for improvement; advocacy and thought leadership. Both were now noted in this survey as meeting expectation.

Robin Mellon asked a further question regarding the details of the five-year strategy. Ainsley Simpson provided more insight into the four goal areas and the five key performance areas which will be used to assess delivery of the strategy.

It was noted that the TrueVote server had gone down. The ballot had closed and was not compromised; there would be a delay in the announcement of the results. All members were asked if it was possible to pause the meeting until 16:00 ADST, at which time the results were likely to be available. Members nominated who could stay on line. It was confirmed quorum would be maintained.

The meeting was paused at 16:00 ADST

Robin Mellon officially reconvened the meeting at 16:12 ADST, noting a quorum of members were still online.

Proposed Resolutions

Sarah Marshall confirmed that TrueVote had run the final audit checks and published the ballot results. She also confirmed that there were no unauthorised access attempts or suspicious activity recorded and included in the final report. The outcomes were shared with the ISCA Chair, Alison Rowe.

Robin Mellon then read out each proposed resolution with outcomes of the ballot confirmed by Alison Rowe.

Item 1a: That the minutes of the 2019 Annual General Meeting be accepted.

The members resolved to 'accept' the minutes.

Item 1b: That the minutes of the 2020 Extraordinary General Meeting be accepted.

The members resolved to 'accept' the minutes.

Item 2: That the Annual Report of the Directors, the statement of accounts and balance sheet for the year ended 30 June 2020 be accepted.

The members resolved to 'accept' the Annual Report and related documents.

Item 3a and 3b: That the audit function be rotated with a new auditor appointed for a term of three years.

The Members 'accept' that P N Markoulli Audit Tax Accounting be removed as the auditor from the conclusion of this Annual General Meeting

The Members 'accept' that SDJA Audit Specialists be appointed as the auditor and hold office from the conclusion of this Annual General Meeting for a term of 3 years.

Alison thanked Peter Markoulli for the consistency in service and support provided to ISCA over the past few years. She welcomed the incoming auditor, Simon Joyce from SDJA.

Item 4: The election of 3 Member Directors

Alison declared that the Members have elected 3 nominees as Member Directors, to be appointed in accordance with the Constitution of the Company and for all other purposes. These appointments are subject to completion of background checks and receipt of consents. On behalf of the Board and as Chair, she welcomed the following nominees as new member Directors on the ISCA Board:

- Transport for NSW, Julie Morgan
- CPB Contractors, Glenn Hedges
- Sustainable Asset Strategies, Finton Robertson

General Business

Robin Mellon confirmed that no matters had been raised prior to the meeting, with Members asked to present any further business. No business was brought forward.

With no matters arising, he handed back to Alison Rowe as the ISCA Chair to close the meeting.

Close

Noting there was no further business, the Chair thanked Members for their patience through the AGM. She also expressed thanks for their attendance and contribution over the past year. The Board was acknowledged for their ongoing support and guidance, as well as CEO, Ainsley Simpson and the ISCA Team for their efforts over the challenging year.

Signed as being an accurate record of the meeting

Chair/Deputy Chair

Date

1b) DRAFT EXTRAORDINARY GENERAL MEETING (EGM) MINUTES

Date: 6 August 2021
Time: 11.30 to 11.50 am (AEST)
Location: Virtual Meeting

Organisation Attendees	Members
Alison Rowe (Chair) (AR)	Alstom
Sarah Marshall (Dep Chair)	ARTC
Jody Williams (Co Sec)	ARUP
Ainsley Simpson (CEO) (AS)	City Rail Link
Jeremy Stone (Independent Director)	Edge Environment
Matthew Brennan (Member Director)	GM Civil Group
Patrick Hastings (COO) (PH)	InfraBuild
Adrienne Miller (GM:NZ)	Losee Consulting
Hayley Grieves (ISCA)	PIPA
Lorraine Blackwood (ISCA)	Tonkin+Taylor
Ty Momberg (ISCA)	Wolf Peak
Nina Banfield (ISCA)	
Gabriela Suarez (ISCA)	

Meeting commenced at: 11.30am AEST

General Meeting Objectives:

1. Resolve to change the company name to Infrastructure Sustainability Council
2. Present the proposed amendments to the ISCA Constitution
3. Pass the special resolution to adopt the proposed revisions to the ISCA Constitution

1. MEETING OPENING AND ACKNOWLEDGEMENT OF COUNTRY

1.1. Welcome (AS)

The CEO, Ainsley Simpson (AS) called the meeting open and welcomed all members attending the virtual meeting.

1.2. Introduction and Acknowledgement of Country (AR)

The Chair, Alison Rowe (AR) shared an Acknowledgement of Country.

AR confirmed that a quorum of members was present and that have voted.

In addition to members, attending the meeting were members of the ISCA Board, the Company Secretary, Jody Williams (JW) and members of the ISCA team.

AR further thanked all members for joining the meeting.

1.3. Confirmation of protocol (AR)

Members were requested to submit any questions via the Q&A function at the allotted time.

AR confirmed that the meeting was being recorded for record keeping purposes.

1.4. Confirmation of Agenda (AR)

AR provided the following; firstly, to recap the reasons for the proposed special resolutions.

The meeting would then be opened for questions followed by presentation of the results of the voting.

2. SPECIAL RESOLUTIONS

2.1. Notice of General Meeting – 16 July 2021 (AR)

- The Notice of General Meeting sent to Members on 16 July 2021 provided details of the proposed Special Resolutions. The Notice also provided information for Members in relation to voting and submitting any questions ahead of the EGM.
- The first resolution in respect of the change of name recognises that ISCA operates beyond Australia and also the need to respectfully acknowledge the commitments and contributions from our members and stakeholders in Aotearoa New Zealand.
- The Board seeks to change the company name from Infrastructure Sustainability Council Australia to the Infrastructure Sustainability Council and for the Constitution to be amended to reflect such a change. This change is to reflect the countries in which we operate and our membership in these jurisdictions.
- A review of the Constitution was undertaken in 2021 to identify any necessary amendments to the Constitution since adoption and also ensure that it reflects our operations in New Zealand. The Directors believe that the adoption of the revised clauses allow for a fair and reasonable representation of the ISCA in New Zealand. The changes also provide clarity on when an Independent Director's term commences.
- Other proposed changes included adopting process parity in passing circular resolutions by majority inline with board meetings.
- The Board unanimously recommends that members vote in favour of the Special Resolutions.

3. QUESTIONS

- No questions were received prior to the meeting.
- No questions received at the meeting via the Q&A function.

4. MATTERS FOR APPROVAL

Motion:

To consider and pass the following as special resolutions:

1. That the Infrastructure Sustainability Council of Australia be renamed the Infrastructure Sustainability Council and the Constitution be amended to reflect this change.
2. That the amendments to the Constitution submitted to this meeting, and approved unanimously by the Board on 16 July 2021, be adopted.

AS confirmed that members had voted as follows:

- 1. Voting forms returned by members in favour of the revised Constitution = 40 For, 1 Abstain and 0 Against
- 2. Voting forms returned by members in favour of the name change = 39 For, 2 Abstain and 0 Against

Resolution: Both resolutions were passed by a majority of members voting.

5. MEETING CLOSE

- AR thanked all members for their attendance and commitment to the Infrastructure Sustainability Council’s purpose in driving best practice and continuous improvement.
- The Company Secretary, Jody Williams was acknowledged and thanked in supporting the changes resolved at the meeting.
- The team at the Infrastructure Sustainability Council were thanked for their assistance in preparing for the meeting.
- Confirmed the Annual General Meeting of Members on 17 Nov 2021.

Meeting closed at 11.50am AEST.

Signed as being an accurate record of the meeting

Chair

Date

Infrastructure Sustainability Council of Australia

ABN 53 131 329 774

Financial Statements
For the Year Ended 30 June 2021

Infrastructure Sustainability Council of Australia
Statement of Profit or Loss and Other Comprehensive
Income
For the Financial Year Ended 30 June 2021

	Notes	2021 \$	2020 \$
Revenue	4	4,514,321	3,948,005
Other income	4	286,958	237,429
Total revenue		4,801,279	4,185,434
Expenses			
Administration		(258,835)	(544,758)
Contractors and consultants		(1,076,184)	(1,208,066)
Depreciation and amortisation		(225,986)	(164,201)
Employee benefits		(2,667,897)	(2,294,474)
Event and promotion		(107,571)	(336,033)
Finance costs		(19,418)	(17,382)
Lease payments for short-term and low value leases		(75,550)	(62,114)
Net foreign currency losses		(2,440)	(3,462)
Total expenses		(4,433,881)	(4,630,490)
Net surplus/(deficit) for the year		367,398	(445,056)
Income tax expense		-	-
Surplus/(deficit) after income tax		367,398	(445,056)
Other comprehensive income		-	-
Total comprehensive income/(loss)		367,398	(445,056)

**Infrastructure Sustainability Council of
Australia
Statement of Financial Position
As at 30 June 2021**

	Notes	202 1 \$	202 0 \$
Assets			
Current			
Cash and cash equivalents	5	1,704,757	1,015,348
Trade and other receivables	6	1,903,395	1,297,658
Other assets	7	50,957	33,221
Current assets		3,659,109	2,346,227
Non-current			
Trade and other receivables	6	93,964	92,847
Property, plant and equipment	8	350,373	468,681
Intangible assets	9	55,085	86,077
Non-current assets		499,422	647,605
Total assets		4,158,531	2,993,832
Liabilities			
Current			
Trade and other payables	10	786,789	580,424
Employee benefits	11	162,889	122,595
Borrowings	12	6,052	2,402
Other liabilities	13	2,197,352	1,453,672
Current liabilities		3,153,082	2,159,093
Non-current			
Other liabilities	13	336,719	533,407
Non-current liabilities		336,719	533,407
Total liabilities		3,489,801	2,692,500
Net assets		668,730	301,332
Equity			
Accumulated funds		668,730	301,332
Total equity		668,730	301,332

	Notes	Accumulated Funds \$	Total Equity \$
Balance at 1 July 2019		746,388	746,388
Deficit for the year		(445,056)	(445,056)
Other comprehensive income		-	-
Total comprehensive loss		(445,056)	(445,056)
Balance at 30 June 2020		<u>301,332</u>	<u>301,332</u>
Balance at 1 July 2020		301,332	301,332
Surplus for the year		367,398	367,398
Other comprehensive income		-	-
Total comprehensive income		<u>367,398</u>	<u>367,398</u>
Balance at 30 June 2021		<u>668,730</u>	<u>668,730</u>

	Notes	2021 \$	2020 \$
Cash flows from operating activities			
Cash receipts in the course of operations		5,097,565	4,669,093
Receipts from government stimulus		239,000	197,000
Payments to suppliers and employees		(4,570,470)	(4,722,907)
Interest received		-	5,987
Net cash provided by operating activities		766,095	149,173
Cash flows from investing activities			
Payments for property, plant and equipment		(21,541)	(9,115)
Payments for intangible assets		(55,145)	(6,352)
Net cash used in investing activities		(76,686)	(15,467)
Cash flows from financing activities			
Net cash provided by financing activities		-	-
Net change in cash and cash equivalents		689,409	133,706
Cash and cash equivalents at beginning of financial year	5	1,015,348	881,642
Cash and cash equivalents at end of financial year	5	1,704,757	1,015,348

1. General information

The financial statements cover Infrastructure Sustainability Council of Australia, an entity incorporated in Australia. The entity is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards and a registered charity under the *Australian Charities and Not-for-profits Commission Act 2012*.

Principal place of business is Suite 13.03, 6 O'Connell Street, Sydney, NSW, 2000. The financial report was authorised for issue by the Directors on August 2021.

2. Changes in accounting policies

New and revised standards that are effective for these financial statements

A number of revised standards became effective for the first time to annual periods beginning on or after 1 January 2020. The adoption of these revised accounting standards has not had a material impact on the entity's financial statements.

Accounting Standards issued but not yet effective and not been adopted early by the entity

A number of new and revised standards have been issued but are not yet effective and have not been adopted early by the entity. The directors are currently assessing the impact such standards will have on the entity.

3. Summary of significant accounting

policies

Financial reporting framework
The general purpose financial statements of the entity have been prepared in accordance with the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

Statement of compliance

The general purpose financial statements of the entity have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and other authoritative pronouncements of the Australian Accounting Standards Board.

Basis of preparation

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs unless otherwise stated in the notes. The accounting policies that have been adopted in the preparation of this report are as follows:

Revenue from contracts with customers

Revenue is recognised on a basis that reflects the transfer of promised goods or services to customers at an amount that reflects the consideration the entity expects to receive in exchange for those goods or services.

Revenue is recognised by applying a five-step model as follows:

1. Identify the contract with the customer
2. Identify the performance obligations
3. Determine the transaction price
4. Allocate the transaction price to the performance obligations
5. Recognise revenue as and when control of the performance obligations is transferred

Other revenue

For any revenue streams that are not defined as contracts with customers, then the revenue is recognised when the entity gains control, economic benefits are probable and the amount of the revenue can be measured reliably.

All revenue is stated net of the amount of goods and services tax (GST).

Operating expenses

Operating expenses are recognised in profit or loss upon utilisation of the service or at the date of their origin.

Foreign currency

Transactions in foreign currencies are translated to the functional currency at exchange rates at the date of transactions. Amounts outstanding are translated at year end. Foreign currency differences are recognised in the statement of profit or loss and other comprehensive income.

Income tax

No provision for income tax has been raised as the entity is exempt from income tax as a registered charity under the *Australian Charities and Not-for-profits Commission Act 2012*.

Cash and cash equivalents

Cash on hand equivalents includes cash on hand, deposits held at-call with banks, other short-term highly liquid investments with original maturities of three months or less.

Trade and other receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected losses. Trade receivables are generally due for settlement within 30 days.

Property, plant and equipment

Plant and equipment

Plant and equipment are measured on the cost basis less depreciation and any impairment losses. In the event the carrying amount of plant and equipment is greater than its estimated recoverable amount, the carrying amount is written down immediately to its estimated recoverable amount recognised either in profit or loss.

Plant and equipment that have been contributed at no cost, or for nominal cost, are recognised at the fair value of the asset at the date it is acquired.

Depreciation

The depreciable amount of all fixed assets is depreciated over the asset's useful life to the entity, commencing from the time the asset is held ready for use.

The useful lives used for each class of depreciable assets are:

Class of fixed asset	Depreciation rate
Office equipment	10 years
Computer equipment	3 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the statement of profit or loss and other comprehensive income.

Leases

The entity assesses at contract inception whether a contract is, or contains, a lease.

As a lessee

The entity applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The entity recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The entity recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

	2021	2020
Land and buildings	Lease term	Lease term

The right-of-use assets are also subject to

impairment. Lease liabilities

At the commencement date of the lease, the entity recognises lease liabilities measured at the present value of lease payments to be made over the lease term.

Short-term leases and leases of low-value assets

The entity's short-term leases are those that have a lease term of 12 months or less from the commencement. It also applies the lease of low-value assets recognition exemption to leases of low-value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

Intangible assets

Internally developed intangible assets are capitalised provided they meet the following recognition requirements:

- the development costs can be measured reliably
- the project is technically and commercially feasible
- the entity intends to and has sufficient resources to complete the project
- the entity has the ability to use or sell the intangible asset; and
- the intangible asset will generate probable future economic benefits

Development costs not meeting these criteria for capitalisation are expensed as incurred.

Subsequent measurement

All intangible assets are accounted for using the cost model whereby capitalised costs are amortised on a straight-line basis over their estimated useful lives, as these assets are considered finite. Residual values and useful lives are reviewed at each reporting date. In addition, they are subject to impairment testing as described below.

When an intangible asset is disposed of, the gain or loss on disposal is determined as the difference between the proceeds and the carrying amount of the asset, and is recognised in profit or loss within other income or other expenses.

Impairment of assets

At the end of each reporting period the entity determines whether there is evidence of an impairment indicator for non-financial assets.

Where an indicator exists for indefinite life intangible assets and intangible assets not yet available for use, the recoverable amount of the asset is estimated.

Where assets do not operate independently of other assets, the recoverable amount of the relevant cash generating unit (CGU) is estimated.

The recoverable amount of an asset or CGU is the higher of the fair value less costs of disposal and the value in use. Value in use is the present value of the future cash flows expected to be derived from an asset or CGU.

Where the recoverable amount is less than the carrying amount, an impairment loss is recognised in profit or loss.

Reversal indicators are considered in subsequent periods for all assets which have suffered an impairment loss.

Financial instruments

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions of the instrument.

Financial assets

Contract assets and receivables

A contract asset is recognised when the entity's right to consideration in exchange goods or services that has transferred to the customer when that right is conditioned on the entity's future performance or some other condition.

A receivable is recognised if an amount of consideration that is unconditional is due from the customer (i.e. only the passage of time is required before payment of the consideration is due).

Contract assets and receivables are subject to impairment

assessment. Initial recognition and measurement

Financial assets are classified, at initial recognition, and subsequently measured at amortised cost, fair value through other comprehensive income (OCI), or fair value through profit or loss.

Financial assets at amortised cost

Financial assets at amortised cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The entity's financial assets at amortised cost includes trade and other receivables.

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, at amortised cost unless or at fair value through profit or loss.

All financial liabilities are recognised initially at fair value and, in the case of financial liabilities at amortised cost, net of directly attributable transaction costs.

The entity's financial liabilities include trade and other payables, credit card payable and lease liabilities.

Financial liabilities at amortised cost

After initial recognition, financial liabilities at amortised cost are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Trade and other payables

These amounts represent liabilities for goods and services provided to the entity prior to the end of the financial year and which are unpaid. Due to the short-term nature, they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST.

The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables in the statement of financial position.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

Provision for employee benefits

Provision is made for the entity's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements. Cashflows are discounted using market yields on high quality corporate bond rates incorporating bonds rated AAA or AA by credit agencies, with terms to maturity that match the expected timing of cashflows. Changes in the measurement of the liability are recognised in profit or loss.

Liabilities relating to contracts with customers

Contract liabilities

A contract liability is recognised if a payment is received or a payment is due (whichever is earlier) from a customer before the grant conditions are fulfilled. Contract liabilities include deferred income. Contract liabilities are recognised as revenue when the entity performs under the contract (i.e. fulfils conditions of the grant).

The conditions usually fulfilled within twelve (12) months of receipt of the grant. Where the conditions will only be satisfied more than twelve (12) months after the reporting date, the liability is discounted and presented as non-current.

Economic dependency

A significant component of the entity's revenue consists of government grants. At the date of this report, the directors have no reason to believe that this financial support will not continue.

Comparative figures

Where required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

Significant management judgement in applying accounting policies

When preparing the financial statements, the directors undertake a number of judgements, estimates and assumptions about the recognition and measurement of assets, liabilities, income and expenses.

Estimation uncertainty

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income and expenses is provided below. Actual results may be substantially different.

Receivables

The receivables at reporting date have been reviewed to determine whether there is any objective evidence that any of the receivables are impaired. An allowance for expected credit losses is included, where applicable, for any receivable where the entire balance is not considered collectible. The allowance for expected credit losses is based on the best information at the reporting date.

Useful lives of depreciable assets

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical obsolescence that may change the utility of certain software and IT equipment.

Impairment

In assessing impairment, directors estimate the recoverable amount of each asset or cash-generating unit, based on expected future cash flows and uses an interest rate to discount

them. Estimation uncertainty relates to assumptions about future operating results and the determination of a suitable discount rate.

Long service leave

The liability for long service leave is recognised and measured at the present value of the estimated cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

	2021	2020
	\$	\$
4. Revenue		
Advocacy income	27,472	118,290
Marketing and event income	203,782	430,279
Membership income	1,049,829	922,059
Rating and technical advisory income	2,532,231	1,792,114
Training income	701,007	685,263
	4,514,321	3,948,005
Other income		
JobKeeper/Funding Boost	239,000	197,000
Interest income	-	5,987
Other income	47,958	34,442
	286,958	237,429
5. Cash and cash equivalents		
Cash at bank	1,704,757	1,015,348
	1,704,757	1,015,348
6. Trade and other receivables		
Current		
Trade receivables	1,903,395	1,306,739
Allowance for expected losses	-	(24,000)
Refundable deposits	-	14,919
	1,903,395	1,297,658
Non-current		
Bank guarantee	93,964	92,847
	93,964	92,847

The bank guarantee relates to a term deposit held as security for the office lease and cannot be accessed during the duration of the lease. This will be released upon the expiration of the lease on 31 December 2023.

	2021	2020
	\$	\$
7. Other assets		
Current		
Prepayments	50,957	33,221
	50,957	33,221

	2021	2020
	\$	\$
8. Property, plant and equipment		
Computer equipment at cost	76,283	54,742
Computer equipment accumulated depreciation	(50,377)	(36,977)
	25,906	17,765
Office equipment at cost	22,248	22,248
Office equipment accumulated depreciation	(8,362)	(6,146)
	13,886	16,102
Right-of-use asset at cost	559,046	559,046
Right-of-use asset accumulated depreciation	(248,465)	(124,232)
	310,581	434,814
Total property, plant and equipment	350,373	468,681

	Computer Equipment	Office Equipment	Right-of-Use Asset	Total
	\$	\$	\$	\$
Net carrying amount 1 July 2020	17,765	16,102	434,814	468,681
Additions	21,541	-	-	21,541
Disposals	-	-	-	-
Depreciation and amortisation	(13,400)	(2,216)	(124,233)	(139,849)
Net carrying amount 30 June 2021	25,906	13,886	310,581	350,373

	2021	2020
	\$	\$
9. Intangible assets		
Website and system development at cost	177,433	122,288
Website and system development accumulated amortisation	(122,348)	(36,211)
	55,085	86,077

9. Intangible assets (continued)

	Website & System Development	Total
	\$	\$
Net carrying amount 1 July 2020	86,077	86,077
Additions	55,145	55,145
Disposals	-	-
Depreciation and amortisation	(86,137)	(86,137)
Net carrying amount 30 June 2021	<u>55,085</u>	<u>55,085</u>
	202	202
	1	0
	\$	\$

10. Trade and other payables

Current

Trade payables	514,872	406,739
Accrued expenses	20,806	65,363
Net GST payable	247,475	98,848
Other payables	3,636	9,474
	<u>786,789</u>	<u>580,424</u>

11. Employee benefits

Current

Provision for employee benefits	<u>162,889</u>	<u>122,595</u>
	<u>162,889</u>	<u>122,595</u>

12. Borrowings

Current

Corporate credit cards	<u>6,052</u>	<u>2,402</u>
	<u>6,052</u>	<u>2,402</u>

At 30 June 2021, there were corporate credit cards with NAB issued to four employees, with a combined allocated credit limit of \$10,000.

	2021	2020
	\$	\$
13. Other liabilities		
Current		
Contract liabilities - deferred income	2,070,716	1,308,616
Lease liabilities	126,636	145,056
	2,197,352	1,453,672
Non-current		
Contract liabilities - deferred income	131,700	218,086
Lease liabilities	205,019	315,321
	336,719	533,407

14. Members' guarantee

The company is incorporated under the *Corporations Act 2001* and *Australian Charities and Not-for-profits Commission Act 2012* and is a company limited by guarantee. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$2 each towards meeting any outstanding and obligations of the company. At 30 June 2021 the number of members was 152.

15. Commitments

The entity had no material capital commitments as at 30 June 2021 (2020: None).

16. Related parties

The entity's related parties include its key management personnel and related entities. Transactions between

related parties are on normal commercial terms and conditions no more favourable than those available to other parties.

Responsible Persons that are Member Directors, and their related entities, which transact with the entity as

part of its normal course of business:

Alison Rowe - Chair sitting fees

Sarah Marshall - Fulton Hogan (membership, ratings, training, advocacy)

Leo Coci – Main Roads WA, Office of Major Transport Infrastructure Authority (membership, ratings, training)

Matthew Brennan – Transurban (membership, ratings, training)

Marko Misko - HWL Ebsworth (Legal services)

Ben Schnitzerling – Red Fox Advisory (Membership)

Fin Robertson – Sustainable Asset Strategies and Level Crossing Removal authority (membership, ratings, training, verification fees)

Julie Morgan – Transport for NSW (membership, ratings, training, event sponsorship)

Glenn Hedges – CPB Contractors and personal capacity (membership, ratings, training, and verification fees)

16. Related parties (continued)

Responsible Persons that are co-opted Board Committee Members, but not Directors, which transact with the entity as part of its normal course of business:

Rekha Kharbanda – Tonkin + Taylor (membership, ratings, training)

Brett Joyce – GHD (membership, ratings, training)

Anne Hellstedt – Mott MacDonald (membership, ratings, training, sponsorship)

17. Contingent liabilities

There are no material contingent liabilities as at 30 June 2021 (2020: None).

18. Subsequent events

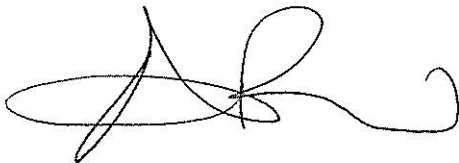
No adjusting or significant non-adjusting events have occurred between the reporting date and the date of authorisation of these accounts.

**Infrastructure Sustainability Council of Australia
Directors' Declaration
For the Financial Year Ended 30 June 2021**

The directors declare that in the directors' opinion:

- a) the financial statements and notes are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:
 - i) giving a true and fair view of the registered entity's financial position as at 30 June 2021 and of its performance for the year ended on that date; and
 - ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements and the *Australian Charities and Not-for-profits Commission Regulation 2013*; and
- b) there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profit Commission Regulation 2013*.



Alison Rowe
Chair
August 2021
Sydney, New South Wales



Matthew Brennan
Director
August 2021
Sydney, New South Wales

**Infrastructure Sustainability Council of Australia
Auditor's Independence Declaration to the Directors of Infrastructure Sustainability
Council of Australia
For the Financial Year Ended 30 June 2021**

In accordance with the requirements of section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012*, as lead auditor for the audit of Infrastructure Sustainability Council of Australia for the year ended 30 June 2021, I declare that, to the best of my knowledge and belief, there have been:

- a) No contraventions of the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- b) No contraventions of any applicable code of professional conduct in relation to the audit.

SDJA



Simon Joyce
Director
August 2021
Sydney, New South Wales

**Infrastructure Sustainability Council of Australia
Independent Auditor's Report to the Members of Infrastructure Sustainability Council
of Australia For the Financial Year Ended 30 June 2021**

Opinion

We have audited the financial report of Infrastructure Sustainability Council of Australia (the registered entity), which comprises the statement of financial position as at 30 June 2021, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the financial report of Infrastructure Sustainability Council of Australia has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act), including:

- (a) giving a true and fair view of the registered entity's financial position as at 30 June 2021 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards – Reduced Disclosure Requirements and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the registered entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Directors for the Financial Report

The directors of the registered entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the ACNC Act, and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the registered entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intends to liquidate the registered entity or to cease operations or has no realistic alternative but to do so. The directors are responsible for overseeing the registered entity's financial reporting process.

**Infrastructure Sustainability Council of Australia
Independent Auditor's Report to the Members of Infrastructure Sustainability Council
of Australia For the Financial Year Ended 30 June 2021**

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

A further description of our responsibilities for audit of the financial report is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. This description forms part of our auditor's report.

SDJA



Simon Joyce

Director

August 2021

Sydney, New South Wales

Appendix C: Member Director Nominees [Item 3]

You are required to vote for one (1) nominee based in Aotearoa New Zealand and one (1) nominee based in Australia.

New Zealand

Motivation against criteria

Beca



Amelia Lindzey

**Group Director –
Advisory.**

Executive Director

Skills and/or sectoral experience alignment

I am an experienced professional director with a strong governance track record including as a Director on both the Beca Group Board the Beca Ltd (NZ)Board; the board of Te Tupu Ngātahi Alliance (Auckland Transport and Waka Kotahi); and previously on the Advisory Board of the NZ Sustainable Business Council.

I have enduring professional networks within government, and a deep understanding of government processes, as demonstrated by my appointment as a member of the ‘Randerson Review’ panel advising the NZ government on reform of the resource management system. This has initiated a comprehensive reform programme in NZ.

Governance and Executive Leadership experience

I have demonstrated expertise and am trained in governance of organisational culture, health, safety and environment systems and procedures (including compliances), risk, quality and financial management processes, and business initiative development and implementation. I am recognised for my collaborative and strategic vision leadership style.

I direct Beca’s Sustainability function, both as Board Champion, and in leading Beca’s advisory business. I have provided leadership in the establishment and implementation of business sustainability goals, including setting carbon emissions targets, and establishing processes to oversee our footprint & handprint transformation programme.

My role advising the NZ government on reform of the resource management system demonstrates both wider professional recognition and my skills in collaborative problem solving. This experience can assist in strategy discussions on the role of ISC frameworks within regulatory processes and how these may be strengthened through legislation.

I have read ISCs Strategic Plan. Your goals excite me and align with my own values and aspirations for the transformation our world needs to see. Your goals for leadership and market transformation, which focus on embedding processes for ensuring infrastructure delivers positive social, cultural, environmental and economic outcomes and the recognition of the importance of the culture change needed, resonate with me. I would relish the opportunity to advance ISCs progress to grow and deliver these goals.

Watercare Services



Steve Webster

**Chief Infrastructure
Officer**

Skills and/or sectoral experience alignment

I bring 20 years of executive and senior leadership experience across multiple industries within the infrastructure and industrial sectors; including water, rail, energy, pulp & paper, and defence. Either within local government or servicing asset owner organisations. I have led businesses with annual budgets exceeding \$NZ700 million and with staff numbers of more than 2000 people.

Currently as the Chief Infrastructure Officer at Watercare Services Limited, I am responsible for the strategy, planning, design, and construction of our \$NZ8.9 billion 10-year capital works programme.

All these leadership roles have required strong financial acumen and the ability to futureproof each business through embracing significant investment in both technological and digital solutions.

Governance and Executive Leadership experience

I will bring a background of governance and industry oversight experience including:

Current committee member of the Construction Sector Accord and the Construction Strategy Group in Aotearoa

- Executive sponsor for Climate Change at Watercare

- Current director of Swimgym Howick (not-for-profit teaching organisation)
- Past director of TSNZ Pulp & Paper Maintenance Limited

I am the architect and sponsor of Watercare's 40:20:20 vision. This is a New Zealand first, setting a bold vision for sustainable infrastructure delivery. It sets pathways for a 40% reduction in build carbon, a 20% reduction in programme costs and a 20% year-on-year improvement in the well-being and safety of everyone delivering Watercare's capital programme. This desire to improve how infrastructure is delivered goes beyond Watercare and is now influencing our business partners and the wider industry.

On a personal level, planning for and delivering infrastructure is both my passion and my chosen career. Infrastructure is more than the sum of its concrete and steel parts. It represents assets that have a purpose for our society, developed and operated in a sustainable manner that protects the long-term interests of the users and their communities.

Australia

Motivation against criteria

ANZ Banking Group



Paul Orton

Group General Manager,
Internal Audit

Skills and/or sectoral experience alignment

I have extensive infrastructure and sustainable finance banking experience combined with business leadership positions and governance roles in both the NFP sector and public companies which positions me well to contribute meaningful to the growth and work of the Infrastructure Sustainability Council. I believe that industry has a leading role to play in advancing the positive impact sustainable development can have on our society and in shaping the future built environment and that parties across the infrastructure value chain need to play a part in that effort.

Governance and Executive Leadership experience

My executive leadership and governance experience of relevance to the ISC covers:

- More than 25 years institutional banking experience including leading infrastructure financing teams since 2001, managing the customer relationships with major industry players and arranging debt financings across the infrastructure spectrum
- Leading the formation of ANZ's Sustainable Finance business and part of the team building its market leading position in Australia and New Zealand
- In my current role of Group General Manager, Internal Audit, ANZ, reporting to the Chair of the ANZ Group Board Audit Committee

Governance experience in the NFP sector as Director (9 years) and Chair (6 years) of a leading independent K-12 school in Melbourne

Australian Rail Track Corporation (ARTC)



Skills and/or sectoral experience alignment

Georgia Gosse is the Sustainability Manager for the Australian Rail Track Corporation's (ARTC) Inland Rail Program. ARTC is a government owned corporation that owns, operates and maintains over 8,500km of freight track across Australia. The Program comprises 13 projects across more than 1,700km and is Australia's largest freight rail infrastructure project at a capital cost of ~\$15bn.

Georgia's role involves developing and implementing the Program's sustainability strategy covering strategic aspects at a macro level as well as elements at the more micro project level. Georgia is responsible for embedding sustainability throughout the planning, design, procurement, and construction stages of all 13 projects. Inland Rail is predominately regional and is seeking an IS program rating and all 13 projects will be IS rated projects – key to Georgia's role is to translate sustainability from a strategic level to being applicable at the regional project level.

Governance and Executive Leadership experience

Georgia regularly works with the senior management team shaping strategy to ensure sustainability outcomes are targeted and achieved. Sustainability on Inland Rail is leading by example, challenging the status quo and continue to challenge the wider organisation to deliver better. The Inland Rail sustainability strategy is considered industry leading, and the lessons learnt

Georgia Gosse

**InlandRail Sustainability
Manager - Program**

will contribute to drive global best practice in infrastructure, support the supply chain to be connective and collaborative, create change that supports the industry and supports the creation of a sustainability culture across the rail industry.

Georgia is part of the Australasian Rail Association Sustainability Committee which recently released the ARA sustainability strategy that will change how rail is designed, delivered, and operated across Australia.

Department of Transport and Main Roads Queensland



Amanda Yates

**Deputy Director
General**

Skills and/or sectoral experience alignment

I am a skilled and professional leader in the delivery of public infrastructure. Over many years in the delivery of that infrastructure, I have experienced poor and sub-standard environmental sustainability practices. With my organisation now mandating IS rating on major projects, I have not only seen the improved environmental sustainability outcomes, I have also seen the 'better than standard' culture grow and strengthen in major project delivery and I have witnessed direct tangible economic and social benefits from this change. Whilst we are seeing the change in major projects, across the country, more than fifty percent of the investment in public infrastructure nationally has value below the major project threshold. I have a strong interest in expanding the reach of sustainability ratings, beyond major projects and into a whole of program approach, including consideration of how sustainability ratings could be included in planning and business cases. As part of this drive I have also championed other innovations with sustainability benefits such as our National Asset Centre of Excellence research partnership with ARRB.

Governance and Executive Leadership experience

I have led the Department of Transport and Main Roads as the Deputy Director General of the Infrastructure Management and Delivery Division with over \$27 billion Qld Transport and Roads Investment Program (QTRIP) since 2016. I have strong skills and capability in leadership and program management, particularly in relation to the delivery of public infrastructure. I am a Fellow of Engineers Australia, a Registered and Chartered Engineer and an Eng Exec. I am a member of the Australian Institute of Company Directors (AICD) and the Chair of the AICD Sunshine Coast Regional Committee. I have served on a number of project and program delivery boards including the Bruce and Warrego Highway Boards; the Toowoomba Second Range Crossing; Gold Coast Light Rail, Cross River Rail and North Coast Rail.

Mott Macdonald



Alex Osti

**Digital Ventures Lead
Australia**

Skills and/or sectoral experience alignment

I firmly believe in the power of digital technology to effect real and meaningful societal change and am aware of the responsibility those of us in the infrastructure sector have in ensuring that what we design, build and operate meets our obligations to future generations and realises tangible social, cultural, environmental and economic benefits.

I am passionate in my conviction that the key to unlocking these benefits is striking the right balance between people, process and technology and have been fortunate in my career to advise on, develop, deploy and commercialise holistic digital products across the public and private sector around the globe that are delivering on this promise. Through leading Mott MacDonald's Digital Ventures business in Australia, I have supported some of Australia's largest infrastructure projects through development and deployment of digital solutions that deliver improved quadruple bottom-line value outcomes.

I believe in the potential of the IS Ratings Scheme and associated processes, data and tooling to not only ensure our mega projects are designed, delivered and operated sustainably but to effect real behavioural change across our sector through fostering collaboration and embedding sustainable thinking at all stages and scales of the infrastructure lifecycle. Unlocking this potential will require democratisation of the process estate and the thinking behind it – and technology will play a key role in making this possible.

Governance and Executive Leadership experience

The central contribution that I will make to the Council is helping understand the potential of digital technology to realise your mission: to ensure best practice data management and engineering and solution and software development are used to identify and deliver new opportunities for the maximum benefit of your existing membership, reducing time and cost, and engage new and prospective members, underpinned by novel and sustainable commercial models and supporting the expansion of sustainable thinking across our Region.

Sustainable Engineering Society



Benjamin Hanley

Chair

Skills and/or sectoral experience alignment

I am a chartered environmental engineer, a finance MBA graduate, a GAICD certification holder, a board member of Engineers Australia's Environmental College and chair of Australia's Sustainable Engineering Society (SENG). My current executive role is ESG Manager Asia-Pacific at the world's largest infrastructure asset manager. In my executive role, I serve as a member or observer of several boards and committees convened by my organisation, its portfolio companies and its clients. My contributions to these boards and committees relates primarily to decarbonisation, social licence and other ESG matters.

In respect of skills and experience sought by the board, I have substantial experience relating specifically to sustainable infrastructure asset management, operation, investment and finance. I was recently involved in two Australian landmark loans: [Port of Newcastle \(A\\$5.15m: first sustainability-linked financing by an Australian seaport\)](#) and [AirTrunk \(A\\$2.1b largest SSL by a data centre globally and the first data centre operator in APAC\)](#)

Governance and Executive Leadership experience

I believe my board and executive experience will enable me to help ISC achieve its mission of ensuring that infrastructure projects in Australia and New Zealand continue to confer social, cultural, environmental and economic benefits to society.

I'm actively involved in the acquisition and management of some of the world's largest infrastructure projects, particularly in respect of sustainability challenges and opportunities facing each. This includes, for example, working on transactions involving major Australian utilities or supporting the low-carbon transition of existing companies through abatement initiatives such as distribution network conservation voltage optimisation, SF6 replacement programs or grid-connected battery storage systems.

The international nature of my executive role has allowed me to leverage sustainability learnings from research and practice across jurisdictions for the benefit of our global infrastructure portfolio.



Infrastructure
Sustainability
Council