



THE TOP 500 2010-11



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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 June 2012. 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 over two or even three states/territories.
- 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 2010–11 financial year 96.21 per cent of all corporations were compliant with their reporting obligations under *the Corporations (Aboriginal and Torres Strait Islander) Act 2006* (CATSI Act). To a limited extent, gaps in the data will affect 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 2009–10 but not for 2010–11.

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 for Families, Community Services and 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 for 2010–11 was **\$1.43 billion**. This is an increase of 22.7 per cent from the 2009–10 financial year—exceeding nominal growth in GDP of 8 per cent in 2010–11.¹
- The combined value of assets held by the top 500 corporations was **\$1.55 billion**.
- In comparison to 2009–10 the **average income** of the top 500 corporations in 2010–11 increased from \$2.33 million to almost **\$2.86 million**.
- 10 122 people were employed by the top 500 Aboriginal and Torres Strait Islander corporations. This represents an increase of **13.5 per cent** from the previous year.
- The jurisdiction with the highest proportion of the top 500 Aboriginal and Torres Strait Islander corporations was the Northern Territory (144 corporations or **28.8 per cent**).
- The combined income of corporations located in the Northern Territory and Western Australia made up **71.3 per cent** of the overall national corporation income for 2010–11.
- As in 2009–10, the health and community services sector was the largest with **42.4 per cent** of the top 500 corporations operating in this sector.
- 301 of the top 500 corporations operated in one sector only (**60.2 per cent**).
- There were **68** departures from the 2009–10 top 500 list.
- **140** corporations improved their rankings from 2009–10 and **286** decreased their ranking.
- Over the last four financial years there has been a **decrease** in the number of corporations operating in the employment and training, and education sectors.
- The representation of women as directors on corporation boards stood at **54.7 per cent**.
- The average age of directors was **51** with very little difference between genders.
- For the first time since the top 500 reports have been published, the **top 20 corporations** earned more self-generated income than funding received through government grants.
- **96 per cent** of the top 100 corporations were registered with the Australian Taxation Office as deductible gift recipients and/or income tax exempt charities, but only \$17 091 or less than 0.1 per cent of income was generated from philanthropic gifts (based on information received from the top 20 corporations).
- As suggested by the outcomes of examinations conducted on corporations, there has been an increased awareness in **good governance** since 2007–08.
- For the first time ever a Torres Strait Islander corporation featured in the top 10 corporations.

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

A total of 2286 Aboriginal and Torres Strait Islander corporations were registered under the CATSI Act as at 30 June 2011.

There were 187 new registrations during 2010–11, up from 163 in 2009–10 (table 1). This is the highest number of new registrations since 2002–03.

A program conducted by the Registrar to deregister defunct corporations accounts for the reduction in the number of registered corporations in 2009–10.

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
Number of registered corporations	2552	2605	2723	2210	2286
Number of new registrations	111	84	125	163	187

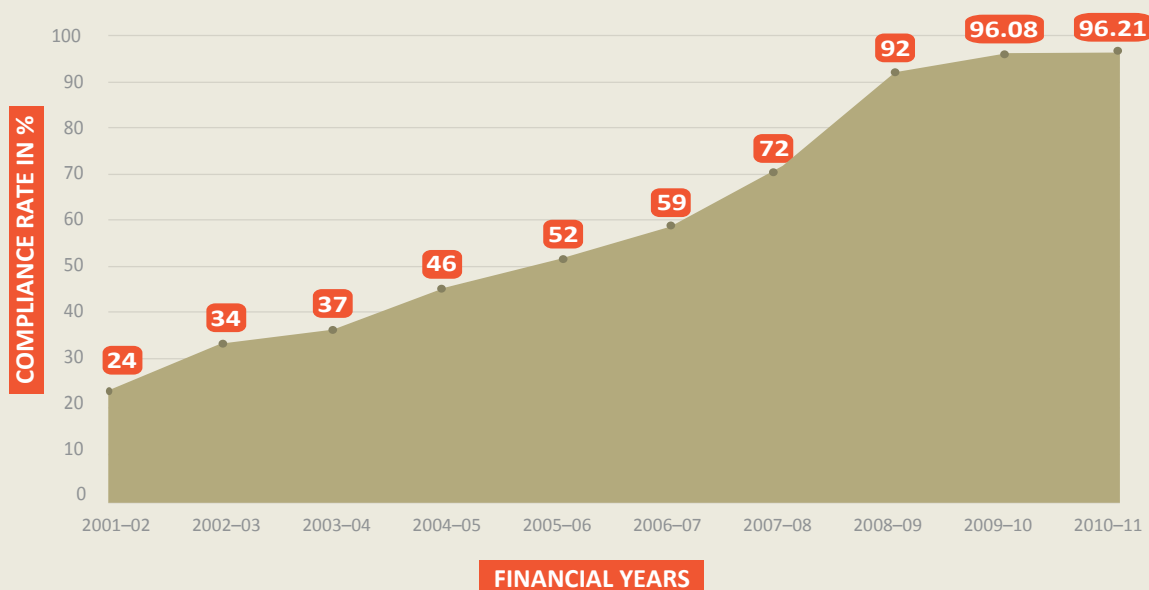
Reporting compliance

Under the CATSI Act all corporations must lodge one or more reports with the Registrar depending on the size of the corporation (small, medium or large).

One way to measure if governance standards are sound is to look at whether a corporation complies with the reporting requirements under the CATSI Act. Compliance instils confidence in corporation members, auditors, funding bodies, creditors and other relevant parties.

Since 2001–02 the percentage of corporations that have complied with their reporting requirements has significantly increased from 24 per cent to over 96 per cent (figure 1).

Figure 1: Compliance trends



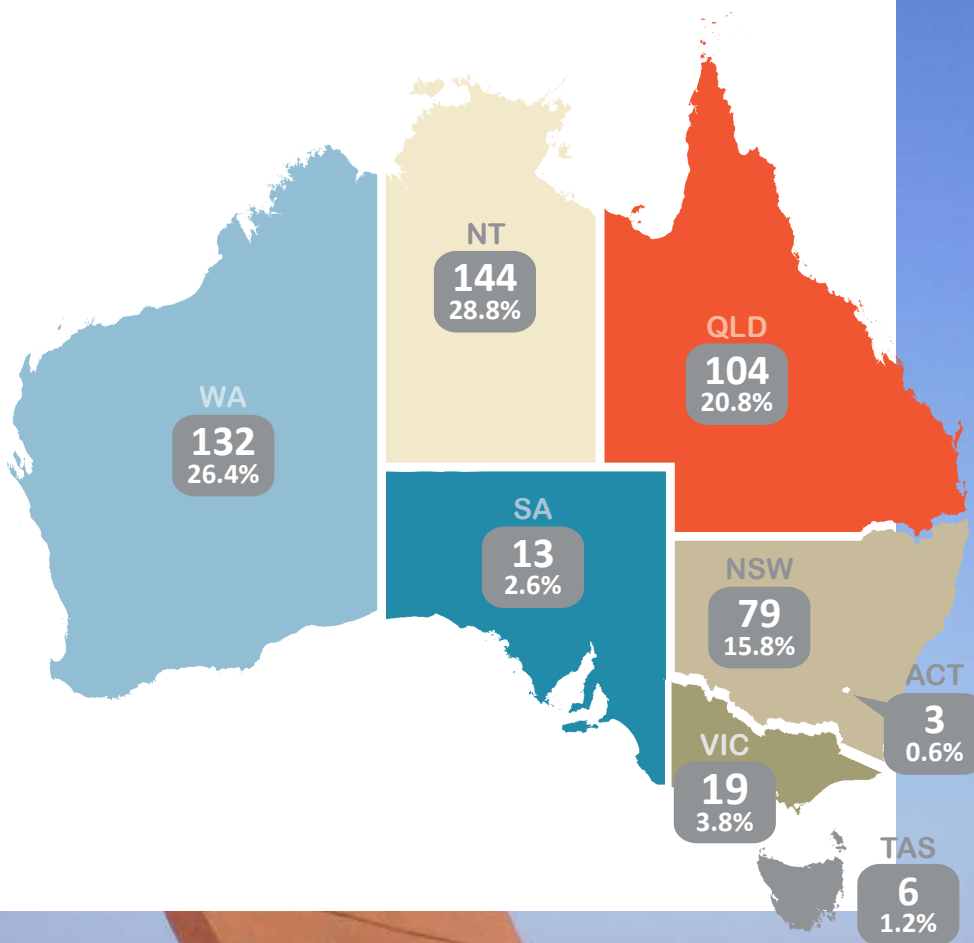
Findings

Geographic spread of top 500 corporations

As shown in figure 2, the Northern Territory had the highest number of corporations in the top 500 in 2010–11 (144 corporations, making up 28.8 per cent of the total 500). The other two jurisdictions with a large number of corporations were Western Australia (132) and Queensland (104).

The number of registered corporations remained unchanged for all states/territories except for Queensland, which gained two new corporations in the top 500, and New South Wales which had two less corporations.

Figure 2: Geographic spread of top 500 corporations



Overall income

In this report income means 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 2010–11 the combined income of the top 500 corporations was \$1.43 billion, up from \$1.16 billion (a 22.7 per cent increase) in 2009–10, exceeding nominal growth in GDP of 8 per cent in the same year (see footnote 1). This increase seems to have been largely driven by a significant growth in self-generated revenues and other sources of income such as mining royalties and proceeds from native title land use agreements (see figure 20).

The average income across the top 500 corporations in 2010–11 was \$2.86 million, up from \$2.33 million in 2009–10.

The overall income generated by the top 500 corporations almost doubled over the last seven financial years. From 2004–05 to 2010–11, the combined income increased from \$767 million to \$1.43 billion (figure 3). This growth trend has been steady except for a slight drop in 2009–10. This sustained increase is, however, not evident for all sectors. For instance, corporations involved in the visual arts sector have experienced a significant downturn from 2007–08 onwards as a result of the global financial crisis (GFC).²

Geographic share of the income

In 2010–11 the Northern Territory and Western Australia accounted for 71.3 per cent of the overall income of the top 500 corporations (figure 4), an increase of 1.2 per cent from 2009–10.³

Figure 4: Geographic share of overall income generated by the top 500 corporations (expressed as a percentage)

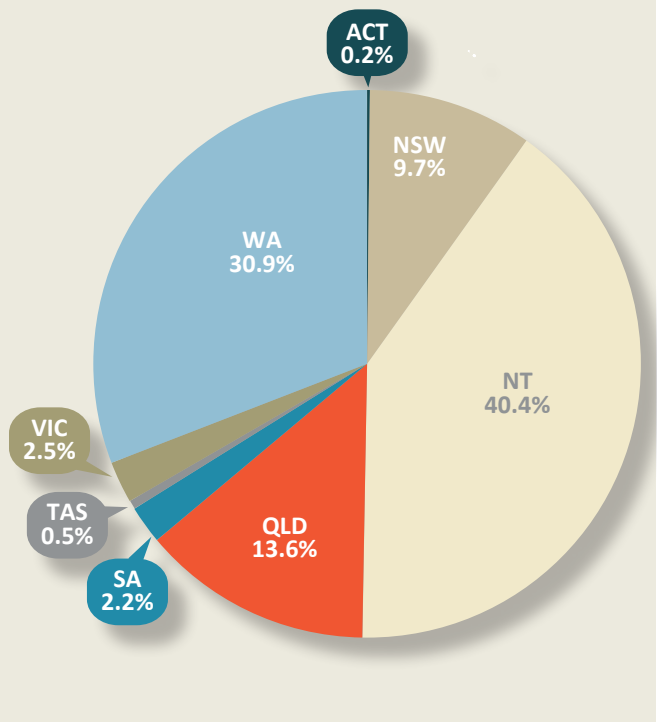
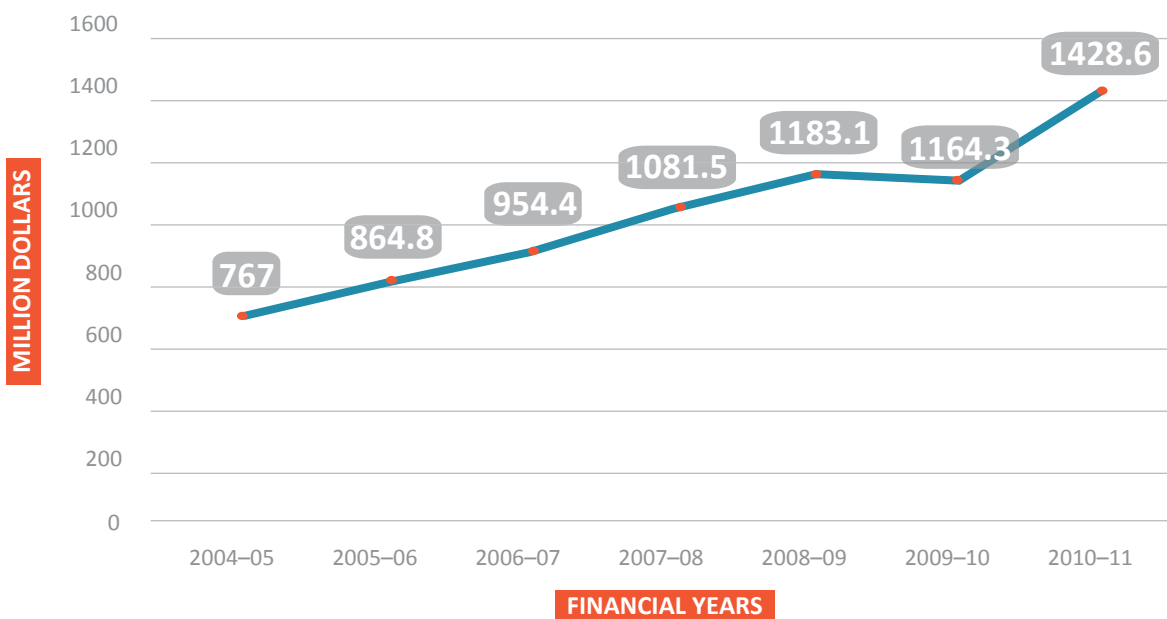


Figure 3: Changes in overall income of the top 500 over seven financial years



² Office of the Registrar of Indigenous Corporations, *At the Heart of Art: A snapshot of Aboriginal and Torres Strait Islander corporations in the visual arts sector*, June 2012, p. 2 and p. 15.

³ Office of the Registrar of Indigenous Corporations, *The Top 500 Aboriginal and Torres Strait Islander Corporations 2009–10*, August 2011, figure 3, p. 5.

Variations in income

There is a significant difference in the incomes and assets of the corporation ranked number 1 and the corporation ranked number 500 (table 2). For instance, the top ranked corporation generated \$46 298 288 during 2010–11, which is significantly higher (almost 246 times more) than the \$188 386 earned by the corporation ranked 500.

Table 2: Incomes and assets between corporations ranked highest and lowest

RANKING OF CORPORATION	INCOME	ASSETS
Number 1	\$46 298 288	\$47 551 643
Number 500	\$188 386	\$327 334

Of the top 500 corporations a total of 140 improved their ranking since 2009–10 while there were 68 departures from the list—see appendix 1 for further details. There were only minor changes in the top rankings as eight of the top 10 corporations for 2009–10 remained in the top 10 in 2010–11. The two new corporations to make it into the top 10 for 2010–11 are ranked number 4 (previously in 71st position) and number 10 which did not make the top 500 listing during the previous financial year as it only had an income of \$47 500. That corporation is the first-ever Torres Strait Islander corporation to make it into the top 10 ranking.



Income, assets and equity by state and territory

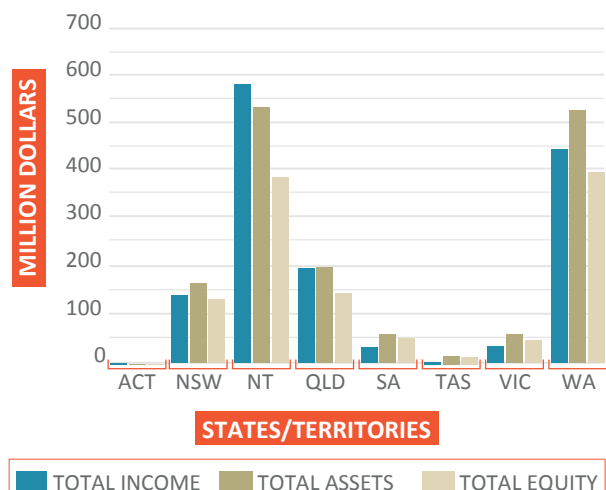
In this section ‘total assets’ means current and non-current assets combined, as reported by the corporations. Also, ‘total equity’ is calculated as follows: total equity = total assets – total liabilities.

Table 3 shows the combined total income, total assets and total equity of the top 500 corporations in each state and territory for 2010–11. As shown in figure 5 the bulk of the income, assets and equity are shared by two jurisdictions: Northern Territory and Western Australia.

Table 3: Total income, total assets and total equity by state and territory, 2010–11

STATE/TERRITORY	TOTAL INCOME	TOTAL ASSETS	TOTAL EQUITY
NT	\$577 156 504	\$529 058 681	\$383 371 200
WA	\$441 236 103	\$522 751 389	\$394 211 739
QLD	\$194 525 065	\$197 490 751	\$144 446 270
NSW	\$138 851 181	\$164 417 631	\$131 923 129
VIC	\$35 123 033	\$59 748 859	\$47 159 612
SA	\$32 040 664	\$58 420 412	\$50 551 517
TAS	\$7 382 586	\$20 123 664	\$18 317 308
ACT	\$2 327 253	\$675 379	\$287 446
Total	\$1 428 642 389	\$1 552 686 766	\$1 170 268 221

Figure 5: Total income, total assets and total equity by state and territory, 2010–11



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).

Figure 6: Changes in combined total income, total assets and total equity, 2004–05 to 2010–11

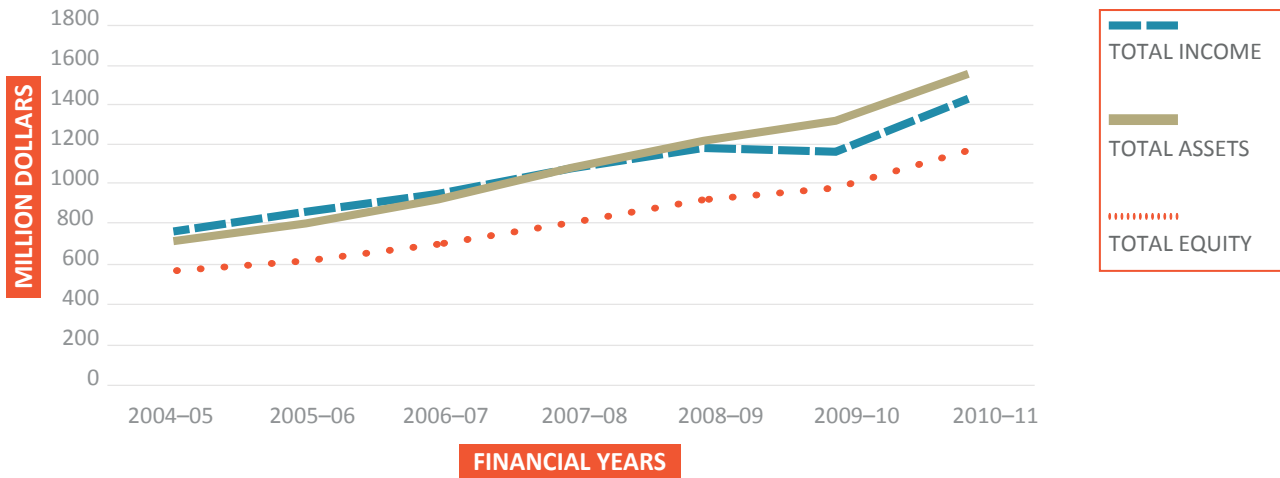
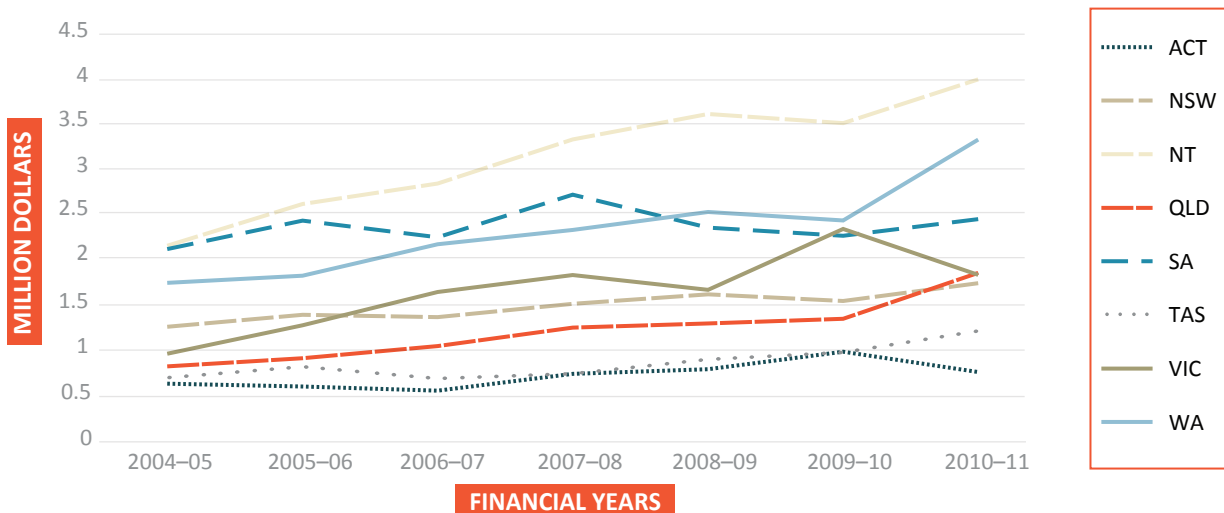


Figure 7 shows changes in the average income of corporations in each state and territory over the last seven financial years. Some different trends emerge. For example, while all jurisdictions experienced an overall increase in income, there are some unique patterns, as follows:

- Northern Territory and Western Australia both show a stronger income growth rate than other jurisdictions, with a sharp increase evident between 2009–10 and 2010–11 and an annual average growth rate over the seven years of 9.2 and 9.6 per cent respectively.
- South Australia shows an erratic pattern with little growth (2.1 per cent annual average growth rate over the seven financial years). It was ranked as a close second behind the Northern Territory in 2004–05 but in 2010–11 its average income per corporation was much less than the Northern Territory.
- Four jurisdictions show a drop in income in 2009–10, followed by a recovery in 2010–11 (Northern Territory, Western Australia, South Australia and New South Wales).
- Queensland showed the highest annual average growth rate over the seven years of 12.1 per cent (figure 8).
- The strong growth experienced by Western Australia during 2010–11 was likely driven by the mining boom in the Pilbara region as corporations operating in that region experienced an increase in income of 56.6 per cent from 2009–10 to 2010–11 whereas the average increase for the top 500 was 22.7 per cent (see figure 9).⁴

Figure 7: Movements on average income per corporation in each state and territory, 2004–05 to 2010–11



In an article 'Indigenous workers rise from the boom' in *The Australian* Natasha Robinson commented that 'During the past two years there has been a blossoming of Aboriginal enterprise in Western Australia, hastened by the signing of land-use agreements, Indigenous joint ventures and direct contracts.' 1 August 2012. This statement is corroborated by data provided in figure 9.

Figure 8: Annual average growth rate over the seven financial years, 2004–05 to 2010–11

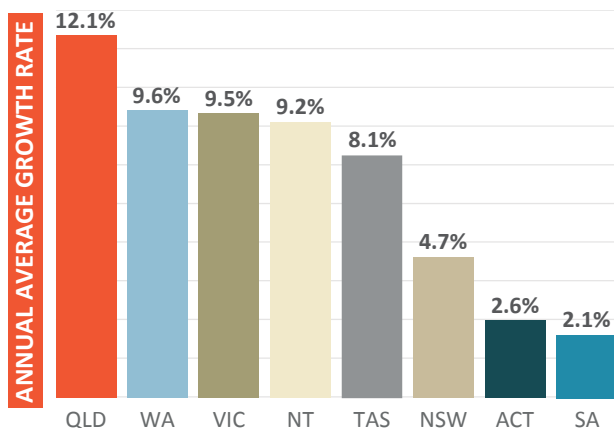
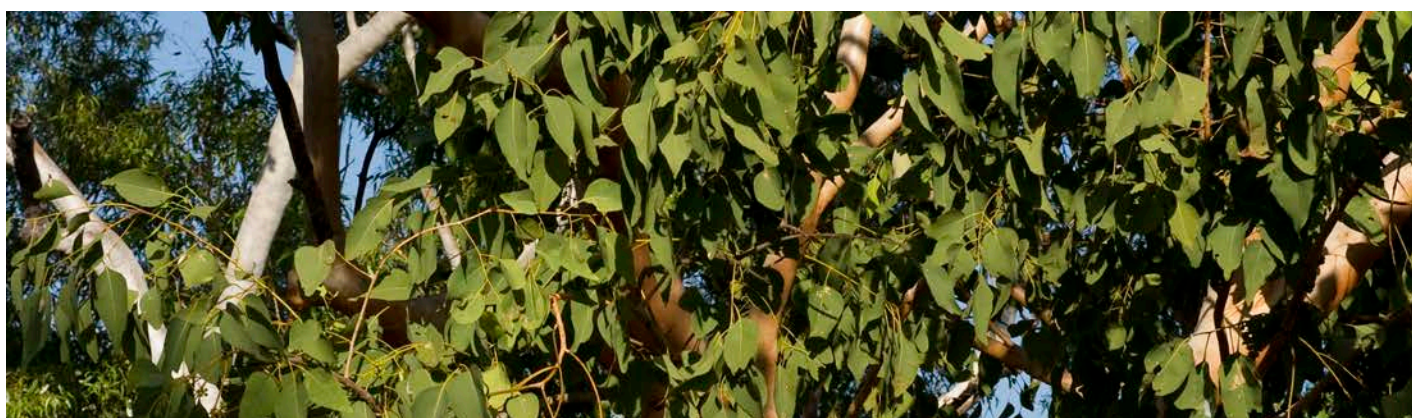
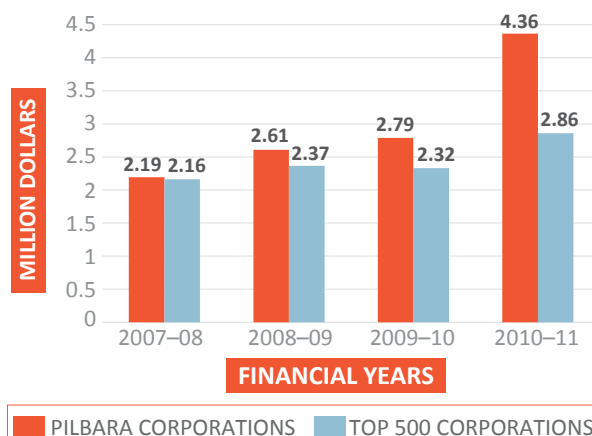


Figure 9: Average income per corporation based in the Pilbara region compared with average income of the top 500 corporations⁵, 2007–08 to 2010–11

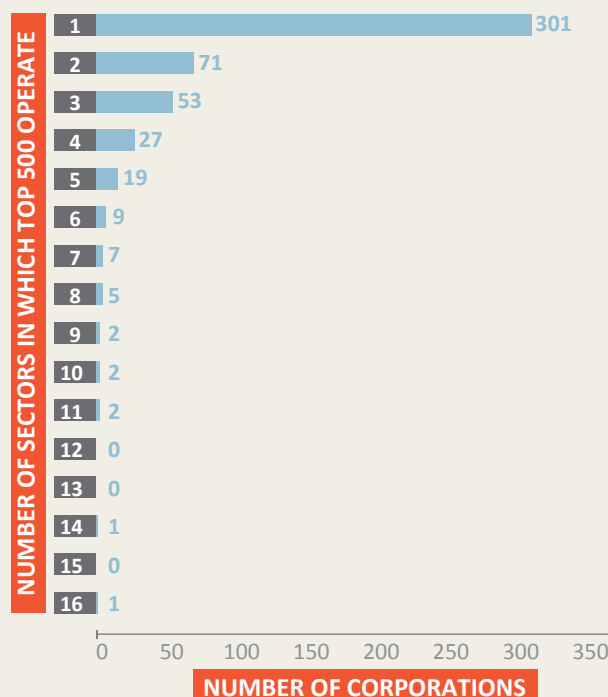


Sectoral information

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

During 2010–11, 301 (60.2 per cent) of the top 500 corporations reported that they operate in one sector only (figure 10), 19 corporations more than in the previous financial year. Of the 199 corporations that operated in more than one sector, 179 corporations operated in two to six sectors—six corporations less than in the previous financial year. One corporation identified that it operated in 16 different sectors.

Figure 10: Number of top 500 corporations per sector

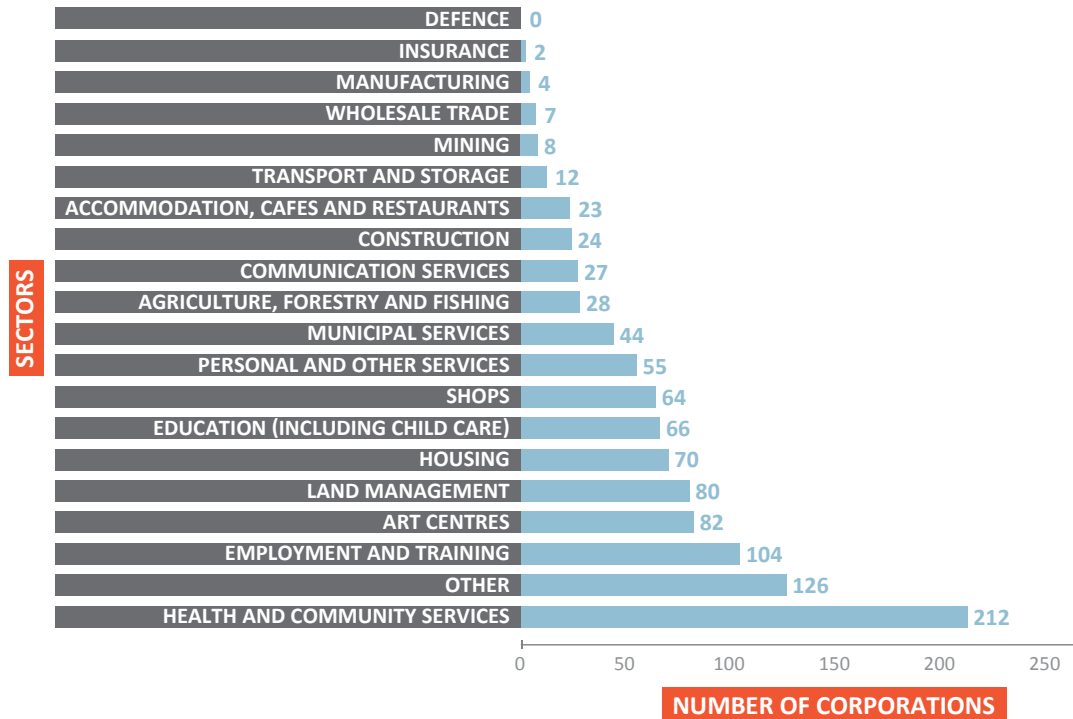


⁵ Twenty corporations operating in the Pilbara were represented in the top 500. The three corporations funded to administer Community Development Employment Projects (CDEP) program were excluded as CDEP funding has recently been reduced—see ‘External factors’ section on p. 11.

Figure 11 shows the number of corporations operating in each sector. The health and community services sector remains the largest with 212 corporations, up from 203 in 2009–10. This represents an increase of 4.4 per cent. Looking at the seven most represented sectors compared to 2009–10, significant changes include the decreased number of corporations operating in the employment and training sector (drop of 7.1 per cent) and the education sector (drop of 9.6 per cent).

The sector representing retail shops showed a 30.6 per cent increase from the previous financial year, up from 49 to 64.

Figure 11: Number of top 500 corporations per sector



External factors affecting funding of given sectors

Changes in government policy can significantly affect corporations registered under the CATSI Act as most receive government funding to provide specialised services to communities in sectors such as health, employment, training or housing.

One of the main policy changes in recent times was aimed at improving Indigenous employment services through the review of the CDEP program.⁶ The 2007–08 Commonwealth Budget⁷ announced that it would provide funding over four years to convert CDEP positions ‘into normalised

employment arrangements for participants who have been delivering certain services on behalf of the Australian Government or through services jointly funded [with] state and territory governments’. These policy reforms led to a contraction in the number of service providers around the country. Some of the corporations were able to redirect their business activities to deliver other types of services to their members (see case study for an example).

⁶ The CDEP program ‘helps Indigenous job seekers to gain the skills, training and capabilities needed to find sustainable employment and improves the economic and social well-being of communities. The CDEP program is one of the key Indigenous employment programs contributing to the Australian Government’s aim of halving the gap between Indigenous and non-Indigenous employment within a decade’. Source: <http://www.fahcsia.gov.au/sa/indigenous/progserv/families/cdep/pages/default.aspx>.

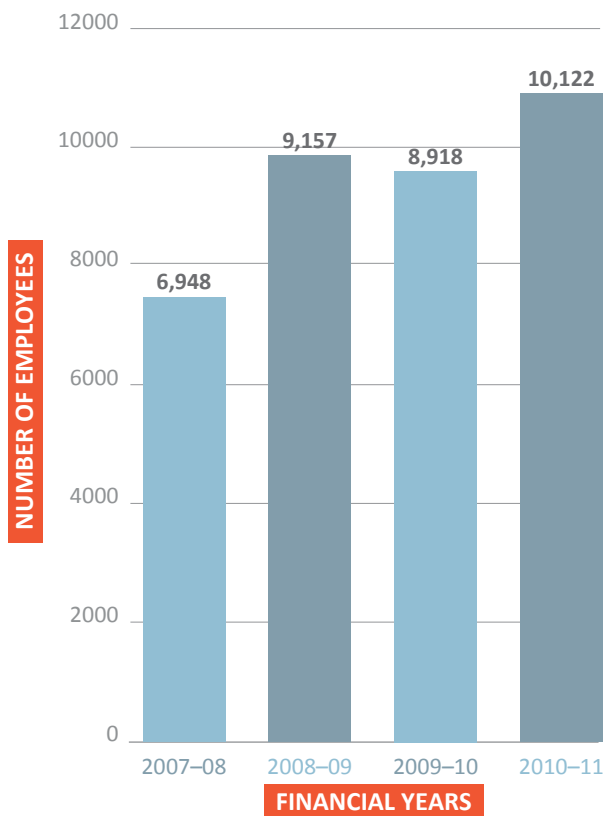
⁷ Australian Government, 2007–08 Commonwealth Budget at <http://www.budget.gov.au/2007-08/bp2/html/expense-16.htm>.

Employees

General reports submitted to the Registrar contain information on the number of employees. This number is reached by combining fulltime and part-time employees. The number of part-time employees is worked out by calculating the fraction that represents a part-time employee's weekly hours of work compared to those of a fulltime employee. For example, if a part-time employee works eight hours per week and a fulltime employee works 38 hours per week: $8 \text{ hours} \div 38 \text{ hours} = 0.21$ of a fulltime employee.

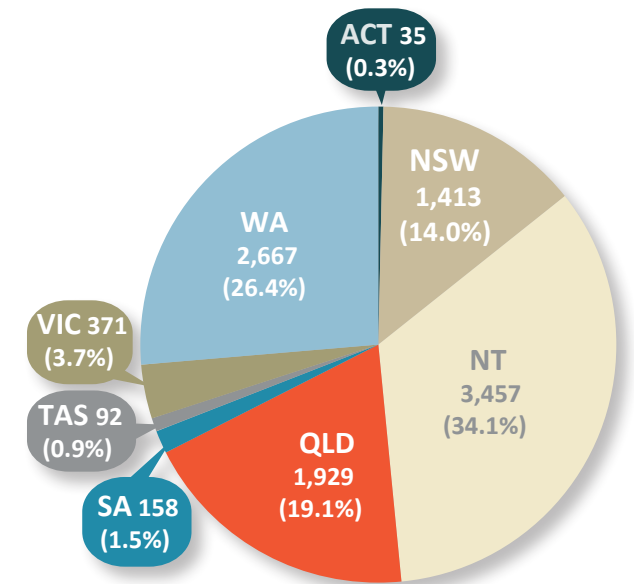
During 2010–11 the top 500 Aboriginal and Torres Strait Islander corporations employed 10 122 people, an increase of 1204 employees (13.5 per cent) from the previous financial year. This is a positive outcome given that the previous financial year experienced a decrease of 2.6 per cent in employees (see figure 12).

Figure 12: Changes in the total number of employees between 2007–08 and 2010–11



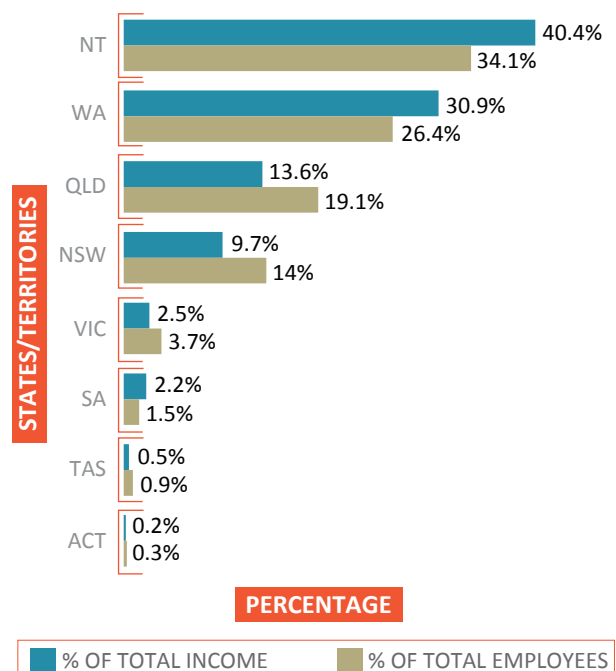
Looking at the number of employees per state (figure 13) the largest number of people employed by the top 500 corporations is in the Northern Territory, Western Australia, Queensland and New South Wales, in that order. This ranking has remained unchanged since the previous financial year.

Figure 13: Number of employees in each state and territory for the top 500 corporations



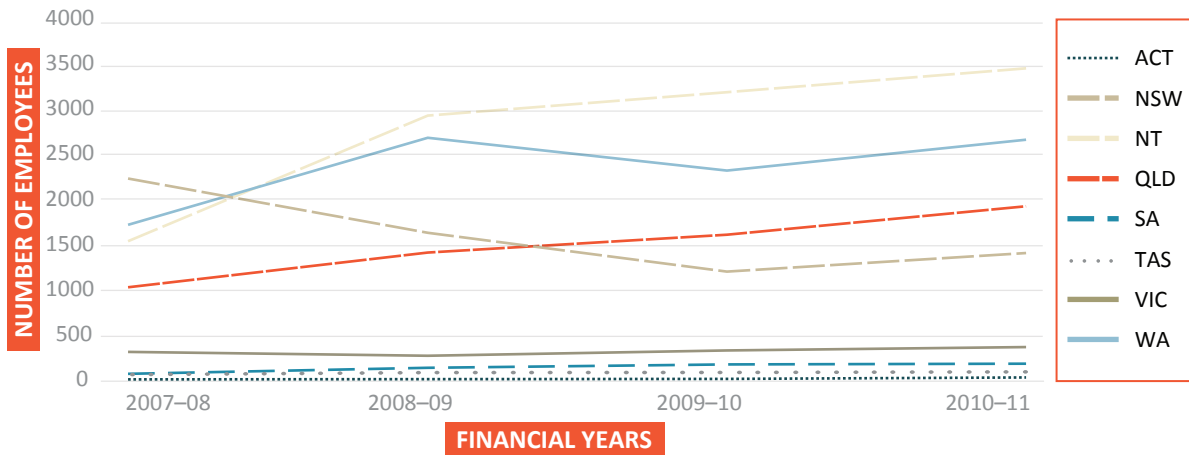
The two jurisdictions that generate the largest income (Northern Territory and Western Australia), however, employ proportionally less people than the next three jurisdictions (Queensland, New South Wales and Victoria) as shown on figure 14.

Figure 14: Discrepancies between percentage income and employees per jurisdiction



Looking at changes in the number of employees over the past four financial years, each jurisdiction shows a modest to significant increase from 2007–08 to 2010–11 with the exception of New South Wales which experienced a significant decline (see figure 15). This trend may at least partly be explained by the steady decrease in the number of corporations in the top 500 located in New South Wales, from 91 in 2007–08, 86 in 2008–09, 81 in 2009–10 and 79 in 2010–11 (13.2 per cent decline).

Figure 15: Changes in total number of employees for each jurisdiction, 2007–08 to 2010–11



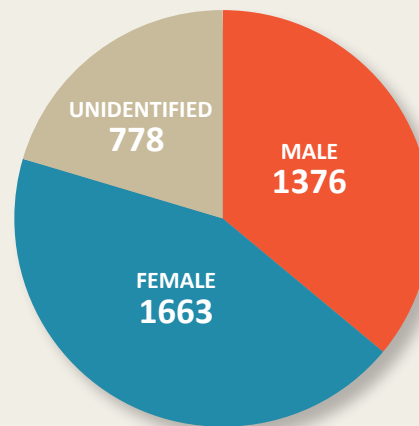
Gender of directors

In general reports, corporations are required to provide details of directors including their age, name and title—for instance Mr, Mrs, Ms or other title. This report has relied on directors’ titles as reported in general reports to identify gender.

In 2010–11 a total of 3817 people filled directors’ roles in the top 500 Aboriginal and Torres Strait Islander corporations (figure 16). This represents an average of 7.7 directors per corporation.⁸ It was not possible to identify the gender for 778 directors (20.4 per cent) as some corporations either did not indicate titles or the directors’ first names were in traditional language.

Excluding directors whose gender is not specified, the male to female ratio of directorship is 45.3 per cent male to 54.7 per cent female. This ratio is virtually unchanged from the previous financial year when there were 45.9 per cent male directors (1392) to 54.1 per cent female directors (1643).⁹

Figure 16: Known gender of directors for the top 500 corporations, 2010–11



The female majority on boards of Aboriginal and Torres Strait Islander corporations compares very favourably to the boards of companies listed on the Australian Securities Exchange (ASX). The Reibey Institute reported that women held only 9.5 per cent of ASX500 board positions as at 30 June 2011.¹⁰ The percentage of women on ASX200 board positions was slightly higher—it was 10.7 per cent at 31 December 2010 and 13.4 per cent at 31 December 2011.¹¹ The proportion of female directors was again higher for the top 50 ASX-listed companies, standing at 16.3 per cent in 2010.¹²

8 This figure is calculated out of a total of 496 corporations as four corporations did not provide the number of directors.

9 Office of the Registrar of Indigenous Corporations. *The Top 500 Aboriginal and Torres Strait Islander Corporations 2009–10*, August 2011, figure 9, p. 8.

10 Reibey Institute, executive summary in *ASX 500—Women Leaders*, 30 June 2011.

11 Australian Institute of Company Directors. Statistics—Appointments to ASX 200 Boards, at <http://www.companydirectors.com.au/Director-Resource-Centre/Governance-and-Director-Issues/Board-Diversity/Statistics>.

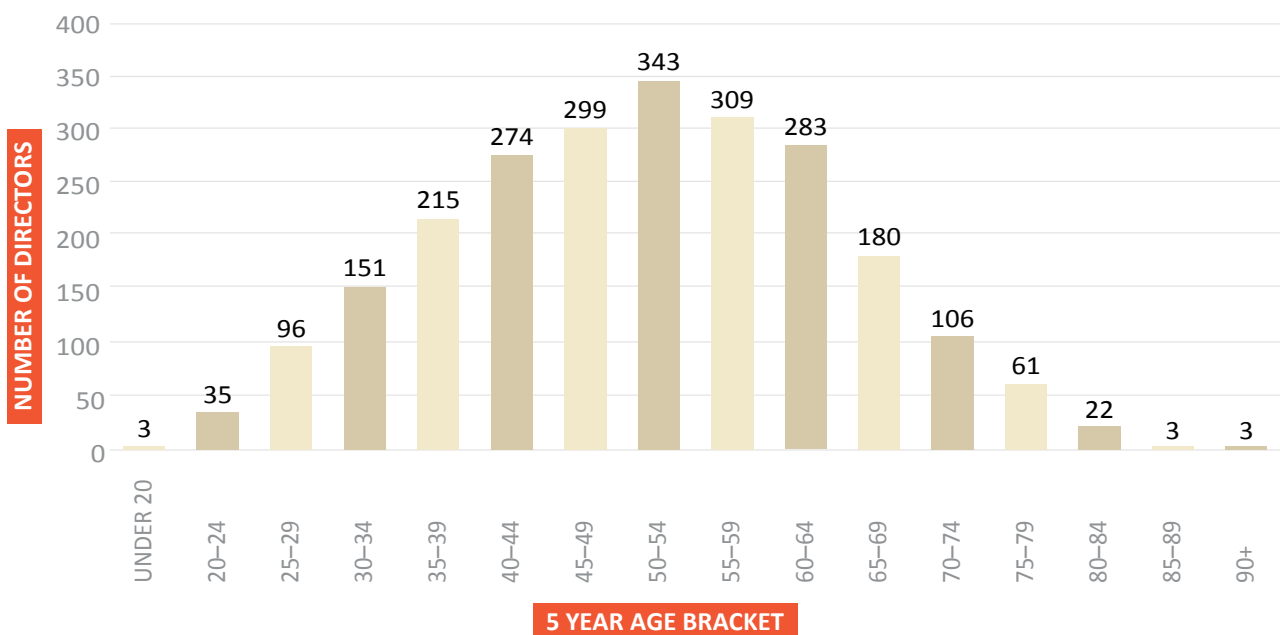
12 Korn/Ferry International, *2010 Board of Directors Study—Australia and New Zealand*, 2010, p. 19, at <http://www.kornferryinstitute.com/reports-insights/2010-board-directors-study-australia-and-new-zealand>.

Age profile of directors

Of the 3817 directors listed on the boards of the top 500 Aboriginal and Torres Strait Islander corporations, 2383 have provided information about their age. The number of directors in each of the five-year age groups is shown in figure 17. The following patterns emerge from this data:

- The average age of directors is 51 years old.
- The most represented age group for corporation directors falls within the 50 to 54 age bracket.
- There are only 38 directors under the age of 25, which constitutes less than 1.6 per cent of the sample.
- In the 65 years and over age bracket there are 375 directors, representing 15.7 per cent of the total sample.

Figure 17: Number of top 500 corporation directors per five-year age bracket



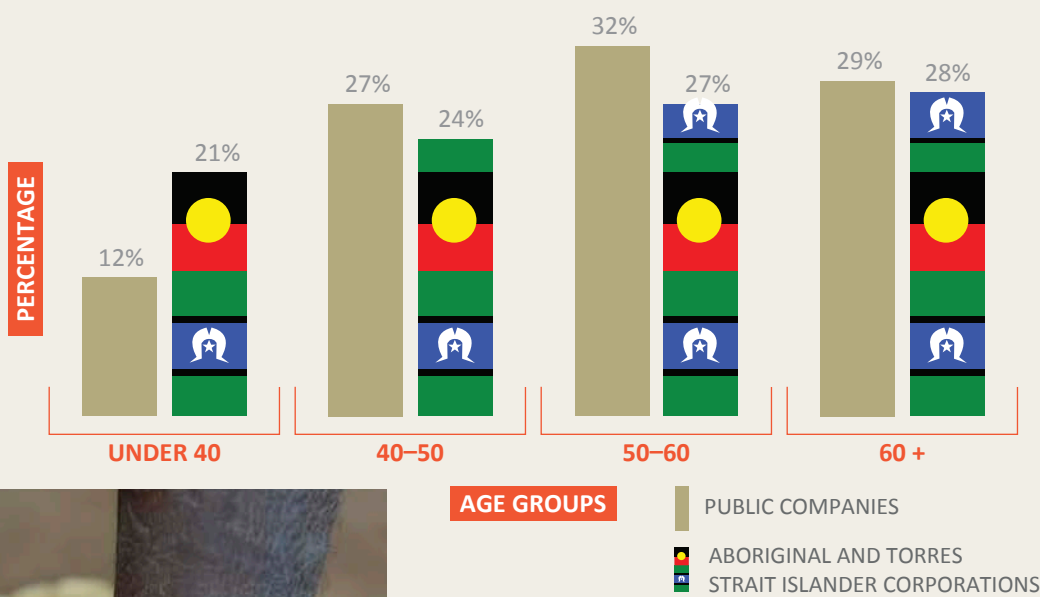
Directors of publicly listed companies have a different profile to that of the top 500 Aboriginal and Torres Strait Islander corporations. Based on information for the 23 448 directors of listed and unlisted public companies, current at March 2009¹³ the following observations can be made:

- A small proportion of directors of publicly listed companies are under the age of 40 compared to directors of Aboriginal and Torres Strait Islander corporations.
- The proportion of directors of public companies peaks in the 50 to 60 years old age group whereas the proportion of directors of Aboriginal and Torres Strait Islander corporations steadily increases from the under 40 through to the over 60 years old age group.
- There is almost no difference in the proportion of directors that are 60 or over for both sample groups of directors (figure 18).

13

This figure relates to directors of all publicly listed companies except for public companies limited by guarantee. Corporations and Markets Advisory Committee, Australian Government, *Diversity on Boards of Directors*, March 2009, p. 2.

Figure 18: Distribution across age groups—public companies versus Aboriginal and Torres Strait Islander corporations



The age of directors of Aboriginal and Torres Strait Islander corporations is almost identical for men and women.¹⁴ The average age of men is 50 years and 10 months and that of women is 51 years and seven months. This is about 10 years younger than the average age of directors of publicly listed companies. For example, in 2010 the average age of non-executive directors of the top 300 ASX-listed companies was 60.¹⁵ However, women on the board of publicly listed companies are on average several years younger than their male counterparts.¹⁶

14 There was a total of 2049 directors whose age and gender was documented and used in this sample—908 men and 1141 women.

15 Korn/Ferry International. *2010 Board of Directors Study—Australia and New Zealand*, 2010, p.20. <http://www.kornferryinstitute.com/reports-insights/2010-board-directors-study-australia-and-new-zealand>.

16 For example see <http://www.aglblog.com.au/2010/10/new-acsi-research-on-board-composition/> and Reibey Institute, executive summary in *ASX 500—Women Leaders*, 30 June 2011.

Sources of income

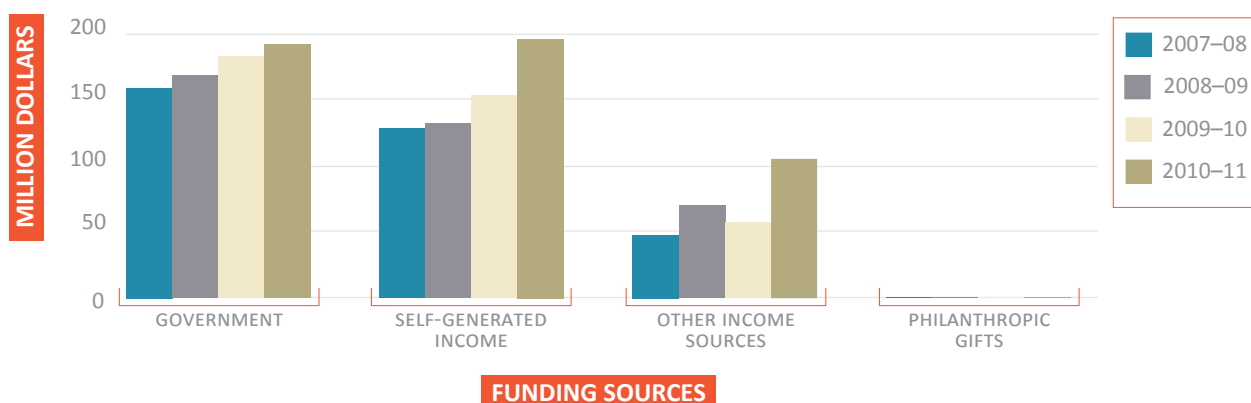
This section examines the various sources of income for Aboriginal and Torres Strait Islander corporations registered under the CATSI Act. Information gathered from audited financial statements submitted between 2007–08¹⁷ and 2010–11 by the top 20 corporations is provided in table 4 and figure 19.¹⁸

Table 4: Sources of income of top 20 Aboriginal and Torres Strait Islander corporations, 2007–08 to 2010–11

FINANCIAL YEAR	GOVERNMENT FUNDING ¹⁹	SELF-GENERATED INCOME	OTHER INCOME SOURCES ²⁰	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%)	6 015 (<0.1%)
2009–10	176 523 678 (45.8%)	150 516 053 (39.0%)	58 444 430 (15.2%)	2 600 (<0.1%)
2010–11	184 974 330 (38.2%)	191 974 080 (39.6%)	107 520 775 (22.2%)	17 091 (<0.1%)

Note: Percentages are of funding against the total income for each financial year.

Figure 19: Funding sources of top 20 Aboriginal and Torres Strait Islander corporations, 2007–08 to 2010–11



The following observations can be made about the different sources of income:

- over the previous four-year period, income generated from philanthropic gifts has remained under 0.1 per cent of total income
- each of the three main sources of income (government, self-generated and other sources) show an upward trend
- income received from other sources shows a more erratic pattern over time with a sharp spike in 2010–11 as this income source consists largely of mining royalties and compensation payments made under Indigenous land use agreements—these can involve large one-off payments
- the proportion of income combining self-generated and other income sources has become increasingly more important than income received from government sources (figure 20). This may signal a growing trend towards corporations becoming more self-reliant over time.

17 Office of the Registrar of Indigenous Corporations. *The Top 500 Aboriginal and Torres Strait Islander corporations*. November 2009, p. 2.

18 The top 20 corporations are used in this sample as their total income makes up 33.9 per cent of the total income for the top 500 corporations—they are therefore a good indicator of general trends on changes in income sources over time.

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

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

Figure 20: Relative income from government versus self-generated and other income sources, top 20 Aboriginal and Torres Strait Islander corporations, 2007–08 to 2010–11

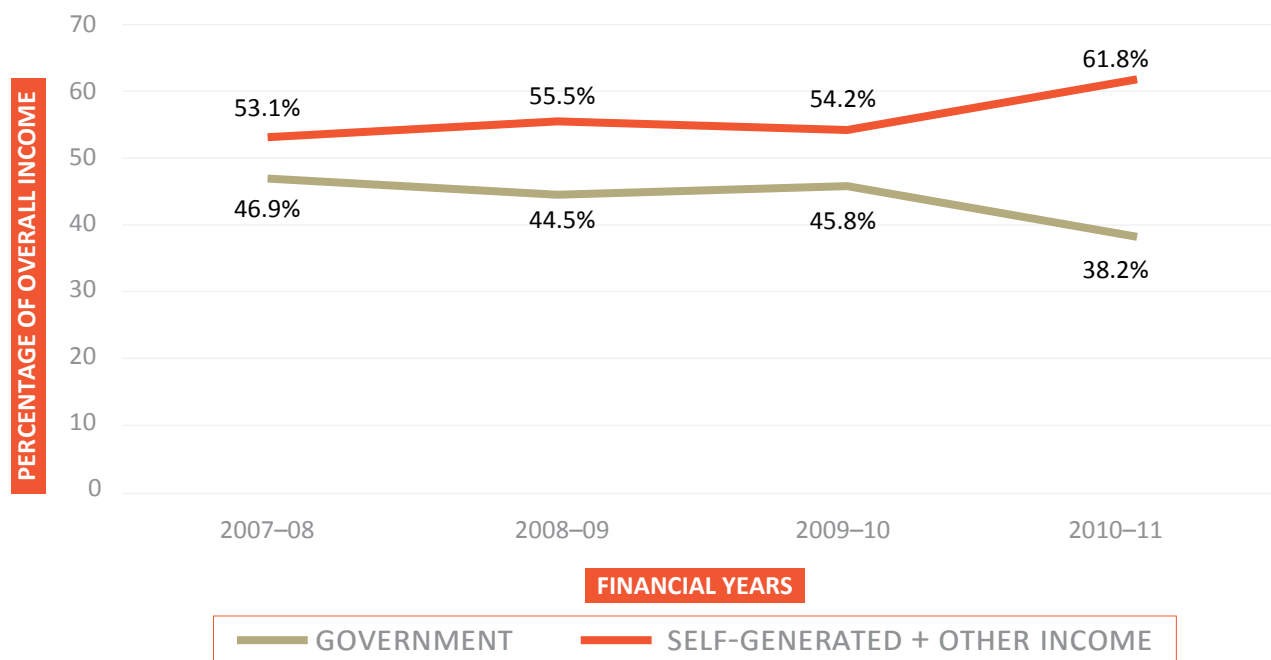
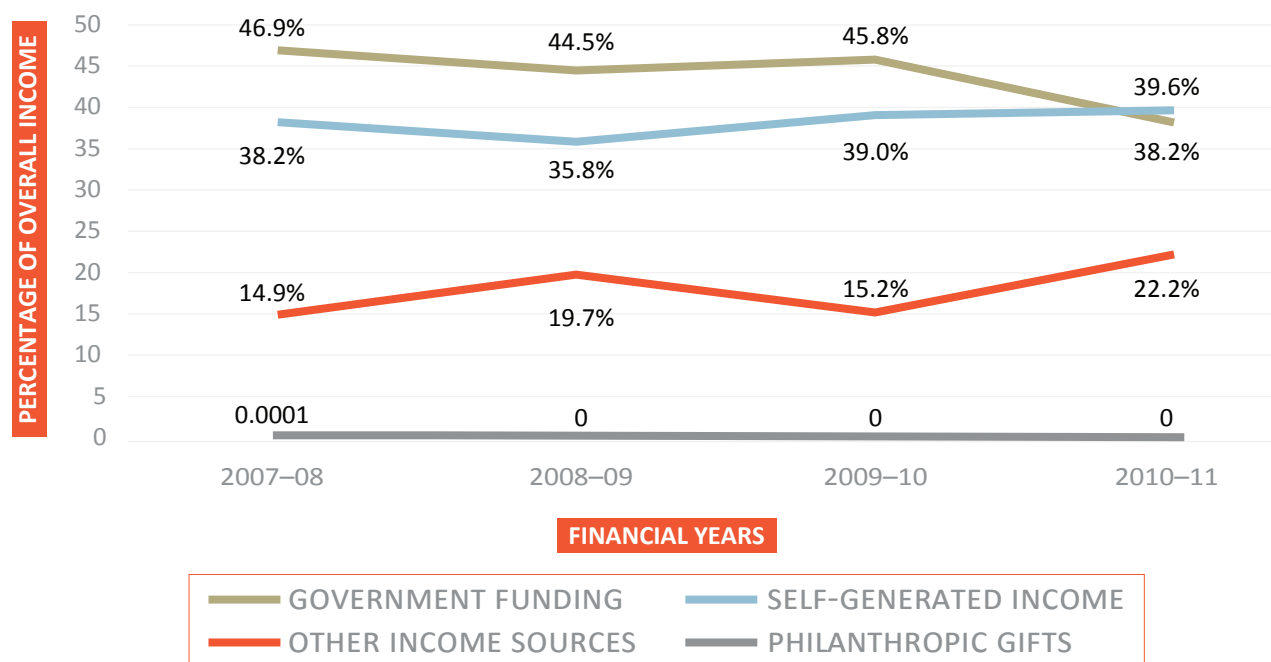


Figure 21: Relative income from all four sources of revenue, top 20 corporations, 2007–08 to 2010–11



For most corporations, particularly those that are not in the top 20, the main source of funding is still government funding. The top 500 corporations had a combined income from government funding of \$779 739 973 in 2010–11, which represents 54.6 per cent of the total income.²¹

21 This figure is based on the information provided by corporations in their audited financial statements about government grants.

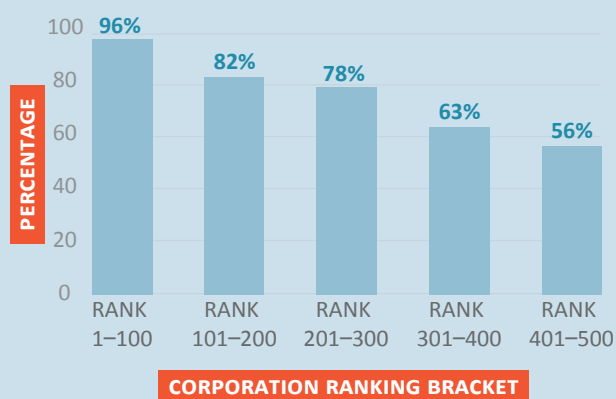
Tax exemptions and concessions

Corporations registered under the CATSI Act can, if they are eligible, register with the Australian Taxation Office to access tax concessions or exemptions. The two main tax statuses that can be obtained to gain exemptions or concessions include:

- deductible gift recipient (DGR)
- income tax exempt charity (ITEC).

Three hundred and seventy five (375) of the top 500 corporations have gained either DGR status or ITEC status, or both (75 per cent). The percentage of corporations with concessions and exemptions, however, is uneven across the top 500. The higher the income of the corporation, the more likely they are to have DGR or ITEC tax concessions and exemptions.²² As shown in figure 22, 96 per cent of the corporations ranked from 1 to 100 (with an income of \$3.55 million or above) have gained DGR and/or ITEC status whereas only 56 per cent of the corporations ranked between 401 and 500 have gained that status. In fact, only 33.3 per cent of corporations with an income of less than \$250 000 (seven of the 21 corporations ranked 480 to 500) have gained DGR or ITEC status. The obvious conclusion is that the higher the income, the more incentive or capacity there is for a corporation to seek and obtain tax exemptions or concessions.

Figure 22: Tax exemptions and concessions in relation to ranking brackets



22

This trend was also noted among the 101 Aboriginal and Torres Strait Islander corporations operating in the visual arts sector. Office of the Registrar of Indigenous Corporations, June 2012. *At the Heart of Art: A snapshot of Aboriginal and Torres Strait Islander corporations in the visual arts sector*, p. 32.

Examinations

Background

Under section 453-1 of the CATSI Act, the Registrar has the power to examine the books of Aboriginal and Torres Strait Islander corporations. An examination is undertaken by checking that corporations keep accurate financial records, that directors comply with their obligations under their corporation’s rule book and the CATSI Act and that corporations generally follow sound corporate governance practices.

Each financial year ORIC conducts examinations on a sample of corporations.

The number of corporations listed in the top 500 for 2010–11 examined during the period 2007–08 to 2010–11 is shown in table 5.

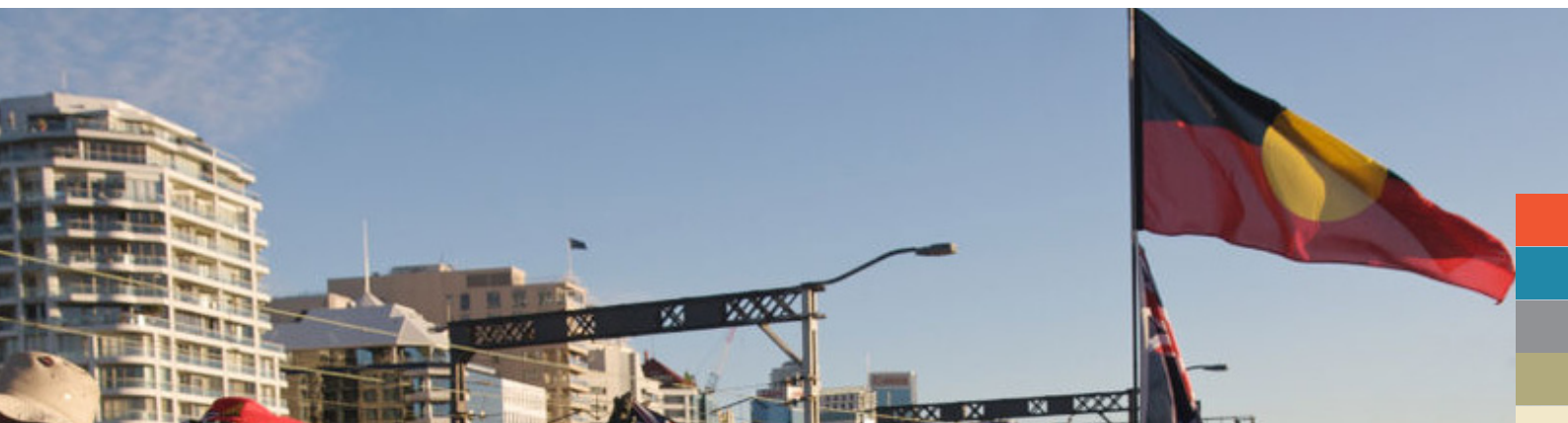
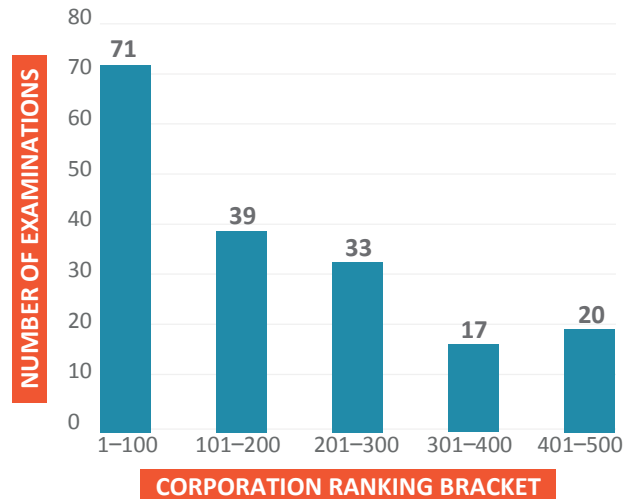
Table 5: Number of examinations conducted on Aboriginal and Torres Strait Islander corporations ranked in top 500, 2007–08 to 2010–11

FINANCIAL YEAR	CORPORATIONS EXAMINED
2007–08	30 (60)
2008–09	46 (81)
2009–10	46 (74)
2010–11	58 (72)
Total ²³	180 (287)

Note: The number in brackets represent the total number of examinations in each given year.

As shown in figure 23 higher ranked corporations are more likely to be examined as they handle large budgets and there is a greater expectation from corporation members and funding bodies that good and effective business and management practices are in place.

Figure 23: Number of examinations based on corporation ranking

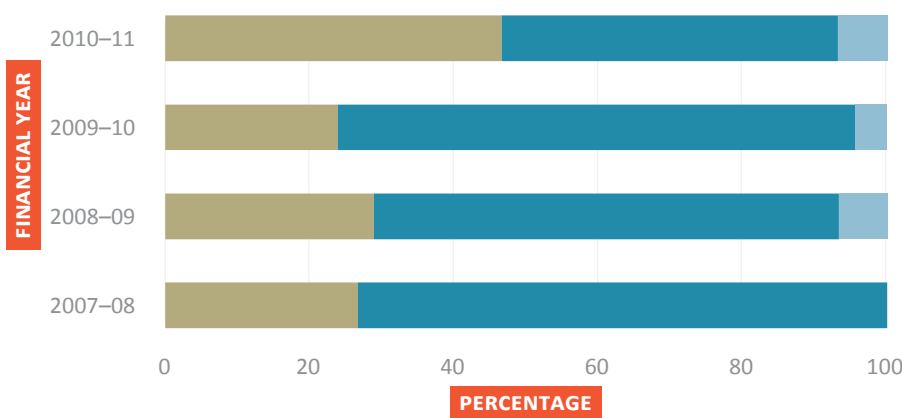


Outcome of examinations

The outcome of an examination may fall into one of four possible categories:

1. a management letter is sent to notify the corporation that it is operating well and no further action from the Registrar’s office is required
2. a compliance notice is issued under section 439-20 of the CATSI Act, requesting the corporation to rectify less serious matters
3. if the examiner identifies serious matters that need to be addressed, a notice is issued under section 487-10 of the CATSI Act asking the corporation to show cause as to why it should not be placed under special administration
4. if the corporation appears to be insolvent, the Registrar asks the corporation to seek advice about a possible insolvent position.

Figure 24: Outcomes of examinations for top 500 corporations, 2007–08 to 2010–11



OUTCOMES OF EXAMINATIONS				
	2007–08	2008–09	2009–10	2010–11
MANAGEMENT LETTER	26.7	28.9	23.9	46.6
SECTION 439–20 NOTICE	73.3	64.4	71.7	46.6
SECTION 487–10 NOTICE	0	6.7	4.4	6.8
POSSIBLE INSOLVENCY	0	0	0	0

Between 2007–08 and 2010–11 none of the corporations in the top 500 were asked to seek advice on a possible insolvency situation. There has been a significant increase in management letters, the most positive outcome of an examination.

Figure 24 shows that over the four financial years there has been a trend towards an increasing number of examinations ending with a management letter asking the corporation to address minor matters. This suggests that corporations in the top 500 are increasingly improving their compliance and good governance issues.

Case study

Ngarliyarndu Bindirri Aboriginal Corporation (ICN3593)



Starting with the people: the road to self-determination

Ngarliyarndu Bindirri Aboriginal Corporation (NBAC) is one of the oldest Aboriginal corporations. It started out in 1970 under the name of Ngurin Resource Centre which later became Roebourne Workers Association. In 2010–11 the corporation was ranked 122nd in terms of income generated.

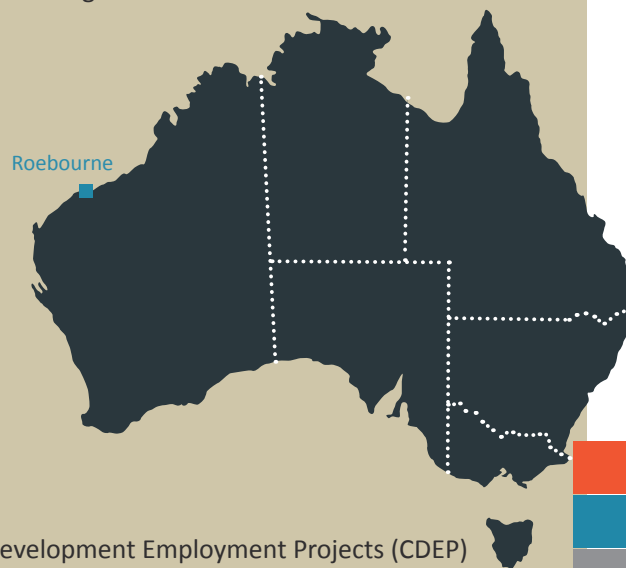
It is located in Roebourne in the Pilbara (northwest Western Australia—see map insert), in the heart of one of the richest mining regions in the world.

Roebourne has a predominantly Aboriginal population representing the several traditional Pilbara language groups. It is located in the most cyclone-prone region in Australia which means hot tropical weather throughout the year.

There are eight directors elected to NBAC's board and the corporation employs 37 permanent staff (as at 31 July 2012) and an average of 17 volunteer/casuals every week (Yirramagardu Crew).

NBAC's main objective is to ensure that Aboriginal people in Roebourne are 'able to achieve maximum well-being and self-determination in their lifetime' (from NBAC's rule book).

Up until 2008–09 NBAC's main activity was delivering the Community Development Employment Projects (CDEP) program in the Roebourne region. When funding ceased in July 2009, NBAC broadened its activities to provide continued support to their community.



Above photograph: The Brida Dampier team receiving an achievement award from Rio Tinto's general manager, Accommodation and Towns Operations for having 'clocked up 83,000 hours of continuous service without LTI (lost time injury)'. (L to R: Raymond Kelly, Shane Cheedy, Sue Lear, Matt Baart, Alistair Baron (Rio Tinto), Brett Singh, Mark Mitchell, Austin James and Ali Bin Sapar)

Case study

NBAC was able to continue its operations by taking stock of the situation and reconsidering its strategic direction. The corporation redirected its assets towards a range of projects—some profitable, some charitable. It was able to divert its CDEP assets to underpin the Ways2Work, Red Dirt Driving and Yirramagardu Crew projects. These projects are initiated by the community to deliver services to Roebourne's people. NBAC's commercial arm (Brida Pty Limited) provides land management and gardening services to the mining industry and highly paid jobs for corporation members.

The directors, a group of local grandparents, got together to reset strategy, and with a determined effort they restructured and refinanced the corporation to function as a successful, largely independent operation.



Mrs Violet Samson (director) and Mrs Margaret Reid (manager, Red Dirt Driving Academy)



Mrs Gladys Walker (chairperson) and Ms Sarah Sam showing her learner's driving permit awarded by the Red Dirt Driving Academy

According to the CEO, Susan Shirtliff, the key ingredients to NBAC's successful turnaround come down to:

- giving the 'old people' full authority to determine the direction and a strategy
- 'telling the truth'—getting clear information to the directors
- being optimistic and resilient (being determined to waste no time on blame and 'binyari' (fighting))
- very faithful, hard work by the staff.

Or in the words of the chairperson, Gladys Walker, when she was asked about self determination:

Our old people are in charge, and we are successful. That's self-determination isn't it? Sometimes we say 'no' to a thing—and that's the end of it. This is a strong way but it is Aboriginal way. We have to be the ones making the decisions about our things.



Conclusion

This is the fourth report on the top 500 Aboriginal and Torres Strait Islander corporations released by the Registrar.

Due to the range of factors affecting Aboriginal and Torres Strait Islander corporations it is not always possible to make definitive statements. However in this report it has been possible to identify the following:

- Corporations registered under the CATSI Act have experienced a gradual growth in income, assets and equity since 2004–05.
- Northern Territory and Western Australia have maintained their position as the two jurisdictions with the largest income.
- The health and community services sector continues to grow as indicated by the increase in the number of corporations listed in the sector. However, the employment and training sector as well as the education sector have experienced a decline over the last four financial years covered in this report.
- The more income a corporation generates the more likely it is to access tax concessions and exemptions.
- The top 20 corporations are now receiving more income through self-generated revenue than from government funding.

Appendix

Ranking by income

	Rank 2010–11	Rank 2009–10	Income 2010–11	Change (%)	Employees 2010–11	Change (%)	State
■	1	1	\$46,298,288.00	7.9%	222	-4.7	NT
▲	2	4	\$46,004,090.00	46.4%	52	0.0	NT
▼	3	2	\$38,645,933.00	11.2%	515	-8.4	NT
▲	4	71	\$37,809,088.00	783.8%	18	125.0	WA
▼	5	3	\$33,690,008.00	0.2%	41	0.0	NT
■	6	6	\$29,355,140.00	5.5%	115	-5.7	WA
■	7	7	\$28,049,883.00	14.0%	103	0.0	WA
▼	8	5	\$26,273,943.00	-11.2%	45	-6.3	NT
▼	9	8	\$25,361,579.00	13.4%	363	50.6	WA
	10	N/A	\$18,649,086.00	39161.2%	69	N/C	QLD
▲	11	23	\$17,375,105.00	89.3%	34	0.0	WA
▲	12	17	\$16,768,618.00	57.0%	110	17.0	NT
▲	13	24	\$16,297,062.00	79.5%	94	30.6	QLD
▼	14	9	\$16,266,269.00	-8.9%	47	-4.1	SA
▼	15	12	\$16,164,898.00	25.4%	144	-11.7	NT
▲	16	63	\$15,856,906.00	238.1%	92	41.5	NT
▼	17	11	\$14,756,175.00	-0.4%	98	3.2	NT
▼	18	10	\$14,421,413.00	-14.1%	120	0.0	NT
▼	19	13	\$13,407,195.00	7.3%	33	0.0	WA
▼	20	16	\$13,035,597.00	19.9%	83	6.4	NT
▼	21	14	\$12,691,775.00	6.8%	74	21.3	NT
▲	22	33	\$12,073,968.00	65.9%	32	0.0	WA
▲	23	40	\$11,263,779.00	76.5%	198	-24.1	WA
▼	24	19	\$11,051,677.00	7.1%	90	1.1	NT
▼	25	22	\$10,808,124.00	16.1%	118	0.0	NT
▼	26	20	\$10,782,904.00	13.8%	75	0.0	NSW
▼	27	25	\$10,703,121.00	18.2%	80	N/C	NSW
▲	28	51	\$10,643,069.00	94.4%	38	11.8	WA
▼	29	15	\$10,579,011.00	-5.6%	95	-35.4	NT
▲	30	59	\$10,145,572.00	107.7%	40	0.0	NT
▲	31	43	\$9,157,814.00	48.4%	52	0.0	WA
▼	32	21	\$9,025,507.00	-4.2%	35	N/C	WA
▲	33	52	\$8,760,274.00	63.2%	104	108.0	NSW
▼	34	27	\$8,704,811.00	10.3%	7	0.0	QLD
▼	35	28	\$8,679,348.00	14.4%	84	-2.3	NSW
▼	36	32	\$8,387,783.00	14.4%	28	-42.9	WA
▲	37	47	\$8,344,155.00	46.8%	25	13.6	NT
▼	38	31	\$8,214,063.00	9.0%	75	0.0	NSW
▼	39	38	\$8,186,593.00	23.2%	45	4.7	QLD
▼	40	26	\$8,144,343.00	-1.2%	84	21.7	NT
▼	41	30	\$8,078,854.00	7.0%	28	-58.2	NT
▼	42	39	\$7,943,560.00	20.2%	79	N/C	NT
▼	43	37	\$7,795,659.00	14.2%	47	14.6	NT
	44	N/D	\$7,757,227.00	N/C	5	N/C	WA
▲	45	60	\$7,570,135.00	55.6%	135	0.0	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 2010–11	Rank 2009–10	Income 2010–11	Change (%)	Employees 2010–11	Change (%)	State
▼	46	18	\$7,548,445.00	-28.0%	57	23.9	NT
▼	47	35	\$7,173,167.00	3.6%	159	-14.5	QLD
▲	48	74	\$7,039,325.00	70.7%	22	15.8	WA
▼	49	44	\$6,861,398.00	14.6%	90	-2.2	VIC
▲	50	62	\$6,757,450.00	41.8%	21	-22.2	NT
▼	51	45	\$6,453,018.00	10.3%	41	24.2	WA
▲	52	55	\$6,408,412.00	23.0%	31	3.3	WA
▲	53	54	\$6,366,648.00	22.2%	52	0.0	WA
▲	54	73	\$6,112,988.00	46.9%	47	-2.1	WA
▲	55	67	\$6,029,091.00	33.1%	47	67.9	WA
▼	56	36	\$6,023,111.00	-12.3%	60	9.1	NSW
▲	57	76	\$5,844,860.00	41.9%	110	-1.8	WA
▲	58	61	\$5,776,701.00	20.8%	37	-9.8	QLD
▼	59	48	\$5,730,485.00	2.0%	85	N/C	VIC
	60	N/R	\$5,667,548.00	N/C	17	N/C	WA
▼	61	41	\$5,657,131.00	-9.7%	28	-6.7	QLD
▼	62	57	\$5,652,265.00	11.5%	45	7.1	NSW
▼	63	56	\$5,640,770.00	9.4%	15	0.0	WA
▼	64	58	\$5,553,788.00	12.8%	37	5.7	WA
▼	65	50	\$5,436,870.00	-0.9%	28	-3.4	WA
▼	66	64	\$5,241,192.00	11.8%	97	36.6	QLD
▼	67	49	\$5,233,203.00	-5.5%	32	0.0	WA
▲	68	88	\$5,229,955.00	55.7%	45	-60.5	VIC
▲	69	81	\$4,980,637.00	27.1%	32	-15.8	NSW
▼	70	46	\$4,948,923.00	-14.0%	56	N/C	WA
▲	71	156	\$4,708,902.00	175.1%	0	0.0	NT
▼	72	34	\$4,671,334.00	-34.0%	88	-64.4	QLD
▼	73	72	\$4,670,588.00	9.8%	69	97.1	WA
▲	74	77	\$4,655,409.00	13.1%	118	0.0	NT
▲	75	247	\$4,630,045.00	403.2%	2	0.0	NT
▼	76	75	\$4,629,053.00	12.3%	80	0.0	WA
▼	77	69	\$4,519,806.00	1.3%	35	N/C	QLD
▲	78	87	\$4,471,313.00	29.8%	27	0.0	WA
▲	79	94	\$4,414,500.00	36.9%	25	-19.4	WA
▼	80	68	\$4,394,260.00	-2.2%	3	N/C	WA
▼	81	29	\$4,358,938.00	-42.5%	40	14.3	QLD
▲	82	93	\$4,304,139.00	31.0%	43	19.4	NSW
▲	83	264	\$4,293,867.00	414.2%	11	0.0	NT
	84	N/R	\$4,261,162.00	N/C	29	N/C	SA
▲	85	91	\$4,171,350.00	25.9%	12	0.0	NT
▲	86	92	\$4,138,603.00	25.2%	24	-22.6	NSW
▼	87	84	\$4,128,376.00	11.8%	41	105.0	WA
▲	88	121	\$3,994,860.00	72.6%	24	-7.7	QLD
	89	N/D	\$3,983,167.00	N/C	16	N/C	WA
▼	90	78	\$3,980,877.00	-1.3%	32	N/C	QLD
	91	N/R	\$3,961,936.00	N/C	18	N/C	NT
▼	92	79	\$3,906,104.00	-0.9%	50	-30.6	NSW
▼	93	82	\$3,895,663.00	3.9%	24	0.0	QLD
▼	94	85	\$3,862,110.00	11.0%	8	0.0	WA
▲	95	160	\$3,739,227.00	121.3%	12	300.0	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 2010–11	Rank 2009–10	Income 2010–11	Change (%)	Employees 2010–11	Change (%)	State
▼	96	65	\$3,715,607.00	-20.7%	40	0.0	NSW
	97	N/A	\$3,678,580.00	5253.0%	0	N/C	NT
▲	98	152	\$3,621,613.00	107.6%	33	37.5	QLD
▲	99	104	\$3,614,452.00	34.2%	41	N/C	QLD
	100	N/D	\$3,551,942.00	N/C	8	N/C	NT
▲	101	106	\$3,547,362.00	33.7%	12	20.0	QLD
▲	102	108	\$3,537,799.00	34.6%	21	0.0	NT
	103	N/R	\$3,445,155.00	N/C	9	N/C	NT
▼	104	95	\$3,407,070.00	7.7%	20	-28.6	WA
▼	105	89	\$3,372,596.00	0.9%	39	5.4	QLD
▲	106	471	\$3,350,742.00	1495.8%	1	N/C	QLD
▲	107	143	\$3,339,043.00	75.3%	32	10.3	WA
▲	108	118	\$3,332,624.00	41.3%	6	-14.3	WA
▼	109	70	\$3,278,106.00	-24.9%	24	-20.0	NT
▼	110	99	\$3,278,056.00	11.2%	40	5.3	NSW
▼	111	96	\$3,265,992.00	6.3%	23	-4.2	NSW
▼	112	86	\$3,258,712.00	-5.9%	15	-6.3	WA
▲	113	169	\$3,180,809.00	101.5%	5	66.7	NT
	114	N/D	\$3,162,843.00	N/C	7	N/C	NT
▼	115	98	\$3,161,598.00	7.0%	19	-17.4	NT
▼	116	83	\$3,131,654.00	-16.1%	24	14.3	NT
▼	117	112	\$3,072,967.00	23.6%	14	-6.7	NT
	118	N/R	\$3,009,163.00	N/C	6	N/C	NT
▲	119	126	\$2,992,564.00	32.5%	22	-4.3	WA
▲	120	135	\$2,965,256.00	46.6%	58	222.2	QLD
▼	121	101	\$2,907,702.00	4.8%	46	-8.0	QLD
▼	122	119	\$2,897,506.00	23.8%	24	-7.7	WA
▲	123	178	\$2,892,757.00	94.7%	17	0.0	NT
▲	124	478	\$2,877,344.00	1354.5%	2	-33.3	WA
	125	N/R	\$2,865,692.00	N/C	10	N/C	NT
▼	126	80	\$2,805,645.00	-28.7%	75	525.0	NT
▼	127	113	\$2,777,667.00	12.0%	17	6.3	NT
▲	128	132	\$2,752,613.00	27.0%	23	15.0	QLD
▲	129	158	\$2,752,353.00	62.1%	40	-13.0	NSW
▼	130	111	\$2,734,273.00	8.2%	27	8.0	VIC
	131	N/A	\$2,696,829.00	11255.5%	2	N/C	VIC
▲	132	257	\$2,695,310.00	217.5%	43	0.0	NT
▼	133	128	\$2,682,287.00	19.1%	29	26.1	WA
▼	134	125	\$2,633,164.00	15.1%	5	-37.5	NT
▼	135	131	\$2,626,292.00	18.9%	37	60.9	TAS
	136	N/R	\$2,543,472.00	N/C	5	N/C	NT
▼	137	97	\$2,540,623.00	-14.2%	17	0.0	NT
▲	138	141	\$2,537,509.00	29.9%	23	15.0	WA
▲	139	155	\$2,534,882.00	46.9%	20	N/C	WA
▼	140	114	\$2,473,226.00	0.0%	0	0.0	WA
▼	141	140	\$2,445,866.00	25.1%	23	-14.8	QLD
▲	142	146	\$2,434,919.00	31.3%	22	29.4	NSW
▼	143	110	\$2,423,215.00	-5.2%	8	-57.9	NT
▼	144	122	\$2,387,281.00	3.3%	15	-74.1	NT
▼	145	124	\$2,372,258.00	3.2%	27	0.0	QLD

- ▲ 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 2010–11	Rank 2009–10	Income 2010–11	Change (%)	Employees 2010–11	Change (%)	State
▲	146	154	\$2,352,273.00	36.3%	10	N/C	WA
▼	147	139	\$2,301,521.00	16.8%	10	-28.6	NT
▲	148	258	\$2,244,616.00	164.7%	8	0.0	NT
▼	149	130	\$2,235,269.00	0.5%	19	5.6	QLD
▼	150	120	\$2,231,305.00	-4.4%	23	21.1	NSW
	151	N/A	\$2,189,298.00	N/C	0	-100.0	WA
▼	152	117	\$2,178,274.00	-9.9%	10	0.0	WA
▲	153	229	\$2,157,545.00	110.0%	40	185.7	NSW
▼	154	105	\$2,148,992.00	-19.0%	3	N/C	NT
▼	155	100	\$2,142,567.00	-24.9%	23	4.5	SA
▼	156	103	\$2,113,099.00	-22.6%	29	0.0	QLD
▼	157	145	\$2,074,575.00	11.2%	13	0.0	WA
▼	158	133	\$2,063,607.00	-2.5%	17	0.0	QLD
	159	N/D	\$2,061,823.00	N/C	6	N/C	NT
▲	160	228	\$2,060,185.00	99.1%	5	N/C	WA
■	161	161	\$2,044,027.00	22.3%	9	0.0	VIC
▲	162	173	\$2,038,273.00	32.6%	19	18.8	WA
▲	163	180	\$2,026,558.00	40.1%	15	7.1	NSW
▼	164	127	\$2,023,609.00	-10.2%	19	11.8	QLD
▼	165	109	\$2,022,859.00	-21.0%	25	0.0	NT
▲	166	216	\$2,022,609.00	86.0%	21	40.0	QLD
▼	167	148	\$2,020,994.00	10.7%	4	0.0	NT
▲	168	179	\$2,015,485.00	37.5%	3	-50.0	NT
	169	N/D	\$1,994,705.00	N/C	31	244.4	SA
▲	170	171	\$1,989,344.00	27.1%	10	0.0	NT
▼	171	142	\$1,971,009.00	2.1%	5	N/C	WA
▲	172	195	\$1,952,396.00	54.9%	16	0.0	NSW
▼	173	134	\$1,937,381.00	-4.5%	5	-16.7	NT
▲	174	187	\$1,932,000.00	46.7%	18	28.6	VIC
	175	N/A	\$1,921,867.00	N/C	1	N/C	NT
▼	176	123	\$1,905,816.00	-17.2%	17	6.3	NT
▼	177	163	\$1,901,249.00	16.3%	12	20.0	NSW
▼	178	102	\$1,899,995.00	-30.9%	17	-15.0	WA
	179	N/D	\$1,861,792.00	N/C	9	-43.8	WA
▼	180	150	\$1,858,983.00	4.9%	2	N/C	SA
▼	181	129	\$1,854,518.00	-17.1%	2	-75.0	NT
▼	182	159	\$1,840,003.00	8.5%	12	0.0	WA
▲	183	404	\$1,839,152.00	434.3%	6	20.0	QLD
▼	184	164	\$1,802,880.00	11.5%	6	-53.8	NT
▲	185	188	\$1,787,457.00	36.0%	15	0.0	NSW
▼	186	149	\$1,763,808.00	-1.8%	12	300.0	WA
▼	187	172	\$1,668,014.00	7.5%	5	N/C	NT
▲	188	217	\$1,653,456.00	53.3%	8	0.0	SA
▼	189	147	\$1,653,092.00	-10.2%	5	N/C	WA
▼	190	174	\$1,628,762.00	6.7%	7	-22.2	WA
▼	191	136	\$1,626,665.00	-19.1%	4	-88.6	SA
▲	192	206	\$1,624,008.00	37.1%	12	-7.7	WA
▼	193	166	\$1,589,075.00	0.1%	20	-20.0	QLD
▲	194	253	\$1,554,329.00	79.0%	10	0.0	NSW
▼	195	177	\$1,550,785.00	3.6%	10	25.0	NT

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	Rank 2010–11	Rank 2009–10	Income 2010–11	Change (%)	Employees 2010–11	Change (%)	State
▼	196	137	\$1,547,444.00	-22.8%	9	0.0	WA
▼	197	144	\$1,543,530.00	-18.8%	17	-5.6	WA
▼	198	191	\$1,542,362.00	17.8%	26	100.0	ACT
▼	199	116	\$1,536,282.00	-37.1%	10	N/C	NT
▼	200	175	\$1,524,356.00	0.9%	8	0.0	NT
▲	201	276	\$1,522,964.00	94.6%	15	36.4	WA
▼	202	182	\$1,507,071.00	6.9%	8	N/C	WA
▼	203	176	\$1,502,449.00	-0.5%	13	-13.3	NT
▲	204	349	\$1,498,809.00	233.6%	4	N/C	NT
▲	205	295	\$1,462,954.00	123.0%	84	546.2	QLD
▼	206	181	\$1,452,966.00	0.7%	3	N/C	NT
▲	207	255	\$1,448,446.00	67.8%	9	N/C	WA
▼	208	204	\$1,443,984.00	21.3%	31	3.3	TAS
▼	209	162	\$1,429,949.00	-14.4%	N/D	N/C	WA
▼	210	193	\$1,403,357.00	10.2%	63	26.0	WA
	211	N/R	\$1,356,302.00	N/C	7	N/C	NSW
▼	212	202	\$1,349,394.00	11.6%	13	-27.8	NSW
	213	N/A	\$1,318,339.00	2604.9%	22	N/C	WA
▲	214	215	\$1,313,796.00	19.9%	5	-44.4	QLD
▲	215	233	\$1,297,550.00	28.6%	10	25.0	VIC
▼	216	185	\$1,294,405.00	-2.5%	21	31.3	NSW
▼	217	196	\$1,294,278.00	3.0%	31	47.6	QLD
▲	218	223	\$1,290,761.00	22.2%	4	0.0	NT
▲	219	248	\$1,284,195.00	39.9%	7	40.0	QLD
	220	N/D	\$1,276,526.00	N/C	2	-50.0	QLD
	221	N/R	\$1,274,849.00	-6.5%	4	N/C	WA
▼	222	201	\$1,270,565.00	4.0%	3	0.0	NT
	223	N/R	\$1,261,371.00	N/C	4	N/C	NT
▼	224	197	\$1,256,073.00	0.5%	13	18.2	WA
▲	225	339	\$1,251,507.00	164.2%	2	-33.3	WA
▼	226	183	\$1,235,460.00	-9.5%	25	0.0	QLD
▼	227	167	\$1,233,492.00	-21.9%	5	150.0	NT
▼	228	192	\$1,225,146.00	-4.8%	9	N/C	TAS
▼	229	200	\$1,221,852.00	0.0%	12	0.0	NSW
▼	230	208	\$1,220,723.00	4.4%	20	5.3	WA
▼	231	184	\$1,215,266.00	-9.9%	9	N/C	NT
▼	232	186	\$1,190,750.00	-10.0%	9	0.0	WA
▲	233	241	\$1,188,447.00	25.6%	11	0.0	NT
▼	234	232	\$1,184,309.00	16.9%	11	0.0	WA
▼	235	221	\$1,180,423.00	10.4%	29	45.0	NSW
▼	236	199	\$1,178,035.00	-5.8%	10	-16.7	QLD
▼	237	190	\$1,158,864.00	-11.6%	22	-33.3	QLD
▼	238	234	\$1,147,060.00	14.0%	24	50.0	QLD
▼	239	235	\$1,145,582.00	14.6%	7	0.0	QLD
	240	N/R	\$1,142,957.00	N/C	3	N/C	NT
▲	241	274	\$1,141,713.00	42.9%	23	64.3	QLD
▼	242	230	\$1,141,444.00	11.2%	25	-3.8	QLD
▼	243	218	\$1,128,109.00	4.7%	15	0.0	NT
▼	244	225	\$1,123,778.00	7.6%	25	-28.6	QLD
▼	245	153	\$1,119,691.00	-35.8%	15	114.3	NSW

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	Rank 2010–11	Rank 2009–10	Income 2010–11	Change (%)	Employees 2010–11	Change (%)	State
▼	246	213	\$1,116,622.00	-1.3%	54	217.6	NSW
▼	247	219	\$1,110,499.00	3.1%	17	0.0	QLD
	248	N/D	\$1,107,212.00	N/C	16	N/C	QLD
▲	249	282	\$1,102,700.00	48.3%	7	-50.0	QLD
▲	250	313	\$1,100,223.00	89.3%	0	0.0	WA
▲	251	272	\$1,092,093.00	36.1%	16	14.3	WA
	252	N/R	\$1,081,558.00	N/C	11	N/C	NT
▲	253	273	\$1,079,212.00	35.0%	7	-12.5	NT
▼	254	252	\$1,078,722.00	22.3%	2	N/C	TAS
▲	255	396	\$1,076,064.00	204.2%	8	60.0	NSW
▼	256	212	\$1,074,963.00	-5.4%	12	0.0	QLD
	257	N/D	\$1,074,938.00	N/C	0	0.0	NT
▲	258	267	\$1,073,684.00	30.1%	13	0.0	QLD
▲	259	277	\$1,070,855.00	38.6%	14	27.3	NSW
▼	260	170	\$1,068,791.00	-32.1%	10	11.1	WA
▼	261	246	\$1,064,041.00	13.7%	2	-33.3	WA
▼	262	222	\$1,054,365.00	-0.8%	10	0.0	VIC
▲	263	266	\$1,052,782.00	27.2%	13	-13.3	WA
▼	264	90	\$1,040,010.00	-68.6%	29	0.0	QLD
▼	265	239	\$1,036,045.00	5.2%	8	-11.1	NT
▼	266	211	\$1,033,305.00	-10.8%	13	30.0	NSW
▼	267	227	\$1,001,603.00	-3.2%	7	-12.5	WA
	268	N/R	\$995,562.00	N/C	3	N/C	NT
▼	269	242	\$982,211.00	4.1%	18	0.0	WA
▼	270	66	\$975,797.00	-78.5%	12	71.4	VIC
▼	271	209	\$960,175.00	-17.6%	9	0.0	NT
▲	272	344	\$939,707.00	103.4%	5	150.0	NT
▲	273	472	\$936,976.00	348.3%	4	33.3	NT
	274	N/R	\$933,910.00	N/C	11	N/C	NT
▼	275	214	\$923,014.00	-18.2%	8	-11.1	NT
▲	276	380	\$913,199.00	138.9%	7	N/C	QLD
▲	277	317	\$911,952.00	64.4%	5	66.7	NSW
▼	278	259	\$908,546.00	8.2%	7	600.0	QLD
▼	279	226	\$906,841.00	-12.7%	7	-53.3	NT
▼	280	270	\$903,023.00	11.4%	6	0.0	NT
▲	281	309	\$902,553.00	53.3%	1	0.0	WA
▲	282	286	\$898,891.00	28.2%	10	11.1	QLD
	283	283	\$896,333.00	21.1%	13	0.0	QLD
▼	284	244	\$894,446.00	-4.7%	1	N/C	NT
▼	285	260	\$878,478.00	4.6%	30	87.5	WA
▲	286	457	\$875,977.00	265.7%	0	0.0	NT
▼	287	231	\$874,712.00	-13.7%	11	-31.3	QLD
▲	288	434	\$873,711.00	205.1%	6	50.0	NSW
▼	289	203	\$870,498.00	-27.1%	5	N/C	QLD
▼	290	243	\$867,528.00	-7.7%	12	-20.0	NSW
▲	291	320	\$861,555.00	58.3%	6	200.0	VIC
▼	292	263	\$860,869.00	2.6%	8	14.3	QLD
▼	293	268	\$845,810.00	2.8%	6	0.0	NT
▼	294	237	\$819,384.00	-17.4%	10	0.0	QLD

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	Rank 2010–11	Rank 2009–10	Income 2010–11	Change (%)	Employees 2010–11	Change (%)	State
▼	295	240	\$817,827.00	-14.3%	8	N/C	NT
▼	296	236	\$806,588.00	-18.9%	10	-37.5	QLD
▼	297	289	\$781,957.00	12.2%	12	20.0	VIC
▼	298	194	\$775,452.00	-39.0%	8	-52.9	WA
▼	299	220	\$761,692.00	-29.2%	3	N/C	NT
▼	300	271	\$754,012.00	-6.3%	5	0.0	NSW
▲	301	342	\$752,843.00	61.0%	9	350.0	QLD
▼	302	291	\$749,962.00	10.1%	12	N/C	WA
▼	303	269	\$743,800.00	-9.1%	13	0.0	NSW
▲	304	334	\$736,717.00	52.3%	1	0.0	WA
▼	305	249	\$733,739.00	-19.7%	6	0.0	WA
	306	N/R	\$722,076.00	N/C	11	N/C	NT
▲	307	308	\$708,559.00	19.6%	11	10.0	NT
▼	308	297	\$701,142.00	8.8%	5	0.0	NT
▲	309	410	\$696,902.00	111.2%	15	7.1	VIC
▲	310	319	\$694,507.00	26.2%	3	-25.0	WA
▲	311	439	\$691,495.00	149.8%	11	N/C	QLD
▼	312	302	\$690,444.00	9.7%	3	0.0	WA
▲	313	328	\$689,851.00	39.2%	1	0.0	WA
▼	314	285	\$681,040.00	-3.7%	16	-11.1	NSW
▼	315	304	\$678,524.00	9.1%	11	-8.3	TAS
▼	316	278	\$677,523.00	-12.0%	8	166.7	NSW
▼	317	316	\$677,041.00	20.8%	0	0.0	QLD
▲	318	329	\$675,389.00	37.2%	8	33.3	NT
▼	319	287	\$669,432.00	-4.4%	4	N/C	NT
▲	320	425	\$664,771.00	124.7%	1	N/C	NSW
▲	321	332	\$664,391.00	36.5%	9	0.0	WA
▲	322	364	\$663,667.00	60.1%	5	-16.7	NSW
▼	323	299	\$659,469.00	3.4%	14	0.0	NSW
▼	324	288	\$653,322.00	-6.5%	2	0.0	NT
▼	325	281	\$652,339.00	-13.7%	4	-20.0	WA
▼	326	238	\$652,301.00	-33.7%	5	-16.7	NT
▼	327	151	\$650,747.00	-62.7%	4	0.0	NT
▲	328	361	\$646,114.00	51.7%	7	16.7	NT
▼	329	279	\$639,743.00	-16.3%	15	7.1	NT
▼	330	310	\$636,410.00	8.7%	8	-20.0	NT
▼	331	323	\$635,641.00	20.4%	10	0.0	SA
▼	332	321	\$628,793.00	16.4%	8	-38.5	NSW
▼	333	315	\$623,639.00	9.1%	12	20.0	NSW
▼	334	298	\$619,302.00	-3.5%	10	-16.7	NSW
▼	335	293	\$616,952.00	-6.7%	11	N/C	WA
▼	336	300	\$616,345.00	-3.2%	1	0.0	WA
▲	337	343	\$614,741.00	32.5%	39	30.0	QLD
	338	N/A	\$612,078.00	1161.7%	5	N/C	WA
▼	339	198	\$605,264.00	-51.6%	17	142.9	NSW
▼	340	138	\$601,188.00	-69.7%	5	25.0	WA
▼	341	296	\$599,260.00	-8.5%	18	0.0	QLD
	342	N/D	\$592,128.00	N/C	6	-14.3	WA
	343	N/R	\$582,518.00	N/C	4	N/C	WA
▲	344	406	\$578,258.00	72.1%	6	N/C	NT

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	Rank 2010–11	Rank 2009–10	Income 2010–11	Change (%)	Employees 2010–11	Change (%)	State
	345	N/R	\$577,803.00	N/C	3	N/C	NT
▼	346	261	\$569,792.00	-32.1%	9	12.5	QLD
▲	347	363	\$565,608.00	34.7%	4	33.3	NT
▼	348	250	\$561,888.00	-37.6%	0	-100.0	NT
	349	N/R	\$559,924.00	N/C	5	N/C	NSW
▼	350	348	\$558,693.00	24.2%	2	-33.3	QLD
▲	351	379	\$558,550.00	46.0%	2	100.0	NSW
	352	N/D	\$557,970.00	N/C	0	N/C	NSW
▼	353	341	\$557,583.00	18.4%	4	0.0	WA
▼	354	168	\$554,500.00	-64.9%	15	-25.0	NT
▼	355	205	\$549,738.00	-53.7%	10	0.0	NSW
	356	N/R	\$549,161.00	N/C	3	N/C	NT
▼	357	350	\$543,840.00	22.6%	7	16.7	QLD
▼	358	305	\$539,434.00	-12.8%	8	33.3	WA
▼	359	256	\$536,058.00	-37.1%	2	0.0	NT
	360	N/R	\$535,444.00	N/C	8	N/C	QLD
	361	N/A	\$533,627.00	559.5%	11	1000.0	QLD
▲	362	403	\$523,691.00	50.3%	0	0.0	SA
	363	N/A	\$518,672.00	751598.6%	1	N/C	NT
▼	364	314	\$510,224.00	-11.7%	7	0.0	QLD
	365	N/A	\$509,488.00	409.5%	1	N/C	WA
▲	366	387	\$508,841.00	38.7%	1	N/C	NT
▼	367	335	\$499,925.00	3.6%	2	0.0	QLD
▼	368	365	\$495,847.00	19.9%	6	20.0	NSW
	369	N/A	\$495,674.00	430.5%	2	N/C	QLD
▼	370	367	\$495,360.00	21.6%	6	50.0	WA
▲	371	469	\$494,692.00	127.6%	11	-21.4	VIC
▼	372	324	\$491,545.00	-5.7%	1.5	50.0	NT
▲	373	459	\$489,384.00	106.1%	4	33.3	NSW
▲	374	382	\$484,535.00	27.2%	5	N/C	NT
▼	375	325	\$484,522.00	-6.1%	4	-20.0	NSW
▼	376	312	\$480,929.00	-17.3%	10	11.1	QLD
	377	N/A	\$477,500.00	2752.8%	0	0.0	WA
▼	378	346	\$474,715.00	3.9%	4	-20.0	NSW
▼	379	362	\$474,366.00	12.3%	N/D	N/C	QLD
▼	380	354	\$473,505.00	8.2%	10	42.9	WA
▲	381	461	\$471,835.00	101.5%	12	500.0	QLD
▲	382	456	\$461,799.00	89.9%	5	0.0	QLD
▼	383	345	\$461,633.00	0.2%	6	50.0	WA
▲	384	386	\$458,758.00	22.9%	5	0.0	NT
▼	385	366	\$455,741.00	10.8%	7	40.0	NT
▼	386	340	\$454,416.00	-4.0%	0	0.0	NT
▲	387	430	\$453,813.00	55.9%	4	300.0	NT
▼	388	292	\$453,614.00	-32.9%	36	140.0	NSW
▲	389	390	\$447,241.00	23.0%	3	-25.0	WA
▼	390	337	\$444,909.00	-7.0%	N/D	N/C	NSW
▲	391	451	\$443,974.00	73.5%	2	0.0	WA
▼	392	338	\$442,897.00	-6.8%	8	60.0	NSW
▼	393	311	\$439,898.00	-24.5%	6	-45.5	NT
▲	394	421	\$438,317.00	42.3%	1	0.0	WA

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	Rank 2010–11	Rank 2009–10	Income 2010–11	Change (%)	Employees 2010–11	Change (%)	State
▲	395	417	\$436,222.00	39.2%	3	0.0	VIC
▼	396	303	\$433,042.00	-30.7%	4.4	-86.3	NT
▼	397	360	\$431,326.00	0.8%	3	-25.0	NT
▲	398	446	\$429,429.00	61.9%	5	0.0	NT
▼	399	393	\$424,401.00	19.4%	2	0.0	NT
▼	400	352	\$423,886.00	-4.4%	5	N/C	QLD
▼	401	399	\$421,420.00	20.4%	3	0.0	VIC
▲	402	409	\$418,154.00	26.5%	6	0.0	WA
▼	403	262	\$414,019.00	-50.7%	7	75.0	QLD
▲	404	444	\$411,538.00	53.4%	3	-25.0	NSW
▼	405	370	\$411,313.00	2.3%	1	0.0	WA
▼	406	355	\$409,996.00	-5.9%	N/D	N/C	NSW
	407	N/A	\$407,985.00	1647.9%	0	0.0	NT
▼	408	369	\$407,928.00	1.2%	5	25.0	NT
	409	N/D	\$405,045.00	N/C	0	N/C	NSW
▼	410	377	\$403,703.00	4.4%	0	0.0	WA
	411	N/A	\$400,000.00	N/C	3	N/C	NT
▼	412	356	\$399,979.00	-8.1%	0	0.0	WA
▼	413	358	\$395,830.00	-8.8%	8	0.0	WA
▼	414	411	\$395,087.00	20.2%	6	100.0	ACT
▲	415	420	\$394,191.00	27.6%	0	-100.0	WA
	416	N/A	\$393,901.00	169.6%	3	N/C	NSW
▼	417	402	\$392,125.00	12.5%	6	0.0	QLD
▲	418	436	\$391,549.00	40.2%	1	-50.0	WA
▼	419	389	\$389,804.00	7.1%	3	0.0	ACT
▼	420	368	\$387,093.00	-4.7%	5	-28.6	QLD
▼	421	378	\$386,017.00	-0.2%	5	0.0	NSW
▼	422	397	\$385,748.00	9.2%	3	-57.1	QLD
▼	423	388	\$385,479.00	5.9%	5	N/C	QLD
▼	424	306	\$385,003.00	-35.9%	4	0.0	NT
▼	425	398	\$383,673.00	9.3%	5	25.0	QLD
▼	426	357	\$370,954.00	-14.6%	8	33.3	NT
▲	427	455	\$366,937.00	48.6%	3	50.0	NT
	428	N/R	\$364,723.00	N/C	7	N/C	QLD
▲	429	450	\$364,565.00	42.0%	4	33.3	WA
▼	430	429	\$360,621.00	23.5%	2	0.0	WA
▼	431	414	\$355,021.00	11.5%	1	-50.0	NSW
▼	432	372	\$352,500.00	-11.5%	5	66.7	WA
▼	433	374	\$351,020.00	-10.7%	2	-50.0	NT
▼	434	330	\$347,917.00	-29.1%	5	25.0	QLD
▲	435	448	\$345,356.00	32.4%	3	50.0	NSW
▲	436	491	\$342,466.00	98.0%	2	0.0	QLD
▼	437	391	\$338,830.00	-5.7%	2	100.0	QLD
	438	N/D	\$335,489.00	N/C	3	0.0	QLD
▼	439	405	\$335,289.00	-1.5%	1	N/C	WA
	440	N/A	\$331,769.00	558.2%	1	0.0	QLD
	441	N/R	\$329,918.00	N/C	2	N/C	TAS
▲	442	452	\$326,262.00	27.9%	5	-16.7	NSW
▼	443	408	\$325,784.00	-1.7%	1	0.0	QLD
▼	444	433	\$325,555.00	13.6%	1	N/C	SA

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	Rank 2010–11	Rank 2009–10	Income 2010–11	Change (%)	Employees 2010–11	Change (%)	State
▼	445	412	\$319,798.00	-1.7%	1	-50.0	VIC
▼	446	415	\$319,379.00	1.3%	2	0.0	NSW
▼	447	423	\$318,334.00	6.7%	12	0.0	WA
	448	N/A	\$316,722.00	302.2%	0	-100.0	WA
▲	449	474	\$314,589.00	51.4%	1	400.0	QLD
▼	450	371	\$313,715.00	-21.6%	1	N/C	NSW
▼	451	157	\$311,524.00	-81.7%	1	N/C	WA
▼	452	435	\$310,438.00	11.0%	7	16.7	QLD
▼	453	437	\$307,099.00	10.2%	N/D	N/C	NSW
▲	454	467	\$302,514.00	36.5%	10	566.7	VIC
▼	455	373	\$301,313.00	-23.8%	1	N/C	NT
	456	N/R	\$300,000.00	N/C	0	N/C	NSW
▼	457	381	\$298,695.00	-21.7%	6	20.0	QLD
▲	458	475	\$288,199.00	40.1%	6	50.0	NSW
▲	459	466	\$281,823.00	26.8%	0	0.0	QLD
▼	460	438	\$278,129.00	0.3%	1	N/C	QLD
▼	461	416	\$277,800.00	-11.4%	4	-20.0	QLD
▼	462	265	\$271,339.00	-67.5%	9	N/C	QLD
▼	463	307	\$270,056.00	-54.4%	0	0.0	SA
▼	464	301	\$269,952.00	-57.5%	0	0.0	WA
▼	465	N/A	\$269,685.00	290.7%	2	N/C	WA
▼	466	441	\$268,739.00	-2.7%	8	0.0	NT
▼	467	401	\$263,515.00	-24.6%	N/D	N/C	WA
▼	468	432	\$262,953.00	-8.8%	1	N/C	NT
▼	469	445	\$261,903.00	-2.3%	4	N/C	QLD
■	470	470	\$258,946.00	20.7%	5	25.0	QLD
▼	471	431	\$256,465.00	-11.4%	13	62.5	NSW
▼	472	462	\$254,353.00	11.0%	3	0.0	NT
	473	N/R	\$253,351.00	N/C	0	N/C	NT
	474	N/A	\$253,348.00	N/C	3	N/C	SA
▼	475	384	\$252,993.00	-33.1%	1	0.0	WA
▼	476	440	\$252,518.00	-8.7%	3	0.0	QLD
▼	477	394	\$251,294.00	-29.2%	2	N/C	VIC
	478	N/R	\$251,216.00	N/C	3	N/C	NSW
▼	479	413	\$250,276.00	-23.0%	4	0.0	NT
▼	480	353	\$248,072.00	-44.0%	N/D	N/C	QLD
▼	481	468	\$241,489.00	10.5%	3	-25.0	WA
▼	482	42	\$241,480.00	-96.1%	13	160.0	NSW
▼	483	464	\$239,741.00	6.0%	3	-70.0	WA
	484	N/A	\$230,296.00	N/C	1	N/C	NT
▼	485	318	\$228,566.00	-58.7%	N/D	N/C	SA
	486	N/A	\$225,051.00	113.8%	2	0.0	QLD
▼	487	458	\$223,837.00	-6.2%	0	0.0	NT
	488	N/A	\$223,478.00	238.6%	3	200.0	WA
	489	N/A	\$220,000.00	N/C	2	N/C	NSW
	490	N/A	\$219,900.00	6111.9%	0	0.0	NSW
▼	491	480	\$207,622.00	8.1%	1	N/C	NSW
	492	N/A	\$205,630.00	39.4%	2	-20.0	WA
	493	N/R	\$204,745.00	N/C	0	N/C	QLD
	494	N/A	\$204,614.00	95.8%	0	0.0	QLD

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Rank 2010–11	Rank 2009–10	Income 2010–11	Change (%)	Employees 2010–11	Change (%)	State
495	N/A	\$194,377.00	100.5%	0	-100.0	NSW
▼ 496	245	\$192,708.00	-79.4%	0	-100.0	WA
▼ 497	482	\$191,975.00	1.9%	2	0.0	WA
▼ 498	479	\$191,869.00	-1.9%	3	200.0	WA
499	N/A	\$190,804.00	90.8%	4	0.0	NSW
▼ 500	376	\$188,386.00	-51.9%	1	-50.0	NT

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