



Australian Government  
Office of the Registrar of  
Indigenous Corporations

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Aboriginal and ●●●●  
Torres Strait Islander  
●●●● corporations

# 2011–12

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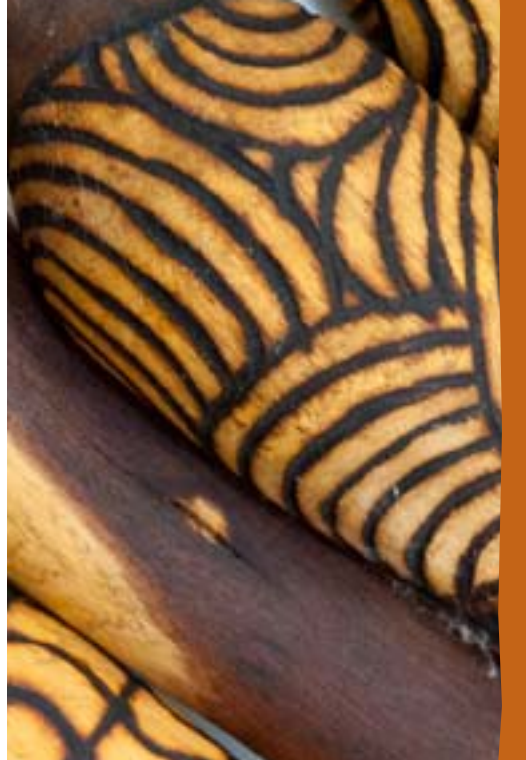
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Please be aware that this report may contain the names and images of deceased people. The Registrar strives to treat Indigenous cultures and beliefs with respect. We acknowledge that to some communities, it is distressing and offensive to show images and names of people who have passed away.



# 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 15 May 2013. The accuracy of the data relies on the quality of the information lodged.
- The geographic location of a given corporation is determined by the address of its registered office. It is important to note that a corporation may be registered in one state or territory yet provide services to a client base spread across more than one state or territory.
- While many corporations operate in more than one sector, income in this report relates to the overall activities of the corporations and cannot be broken down by sector.
- At the time of analysis, a very small number of corporations had not provided their financial information for one or more financial years in the period covered by this report. For the 2011–12 financial year, 95.5 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 2010–11 but not for 2011–12.



## 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 representation of **women on the board** of directors stood at **54.9 per cent**, an increase of 2.1 per cent since 2007–08.
- The **gender composition** on boards varies depending on a corporation's income, geographic location and sector in which the corporation operates.
- The **combined income** of the top 500 Aboriginal and Torres Strait Islander corporations for 2011–12 was almost **\$1.61 billion** (compared to \$1.43 billion in 2010–11, an increase of 12.6 per cent)—exceeding nominal growth in GDP of 4.9 per cent in 2011–12.<sup>1</sup>
- The combined income of corporations located in the Northern Territory and Western Australia made up **72.4 per cent** of the overall national income for 2011–12.
- The region with the highest average income was the **Nhulunbuy region** in the Northern Territory.
- Since 2007–08 corporations in the **Pilbara region** have significantly increased their earnings compared to the national average. This trend can partly be attributed to the economic benefits of iron ore mining flowing to the local corporations.
- The top 20 corporations received approximately the same amount of revenue from self-generated income as from government grants. However, the **top five** corporations had **83.1 per cent** of income from self-generated sources compared to 16.9 per cent from government funding.
- Over the last five financial years there has been a **decrease in** the number of corporations involved in sectors delivering **essential services** (health and community services, employment and training, education and housing) and an **increase in** the number of corporations operating **shops**.
- There were **46 departures** from the 2010–11 top 500 list.
- As in 2010–11, the health and community services sector was the largest with **40 per cent** of the top 500 corporations operating in this sector. However, the sector contracted by 5.7 per cent (from 212 in 2010–11 down to 200 in 2011–12).
- **305** of the top 500 corporations operated in one sector only (61 per cent).
- **148** corporations improved their rankings from 2010–11 and **289** decreased their ranking.
- In comparison to 2010–11 the **average income** of the top 500 corporations in 2011–12 increased from almost \$2.86 million to **\$3.22 million**.
- **11,242 people** were employed by the top 500 Aboriginal and Torres Strait Islander corporations. This represents an increase of 11.1 per cent from the previous financial year.
- The **Northern Territory** had the highest average income per corporation. It has maintained this position since 2004–05.
- No charitable donations were reported by the **top 20 corporations**.
- The combined value of assets held by the top 500 corporations was **\$1.84 billion**.

1 Australian Bureau of Statistics, cat. no. 5204.0, National Accounts, nominal GDP growth.

# 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 2391 Aboriginal and Torres Strait Islander corporations were registered under the CATSI Act as at 30 June 2012.

There were 173 new registrations during 2011–12, down from 187 in 2010–11 (table 1). 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

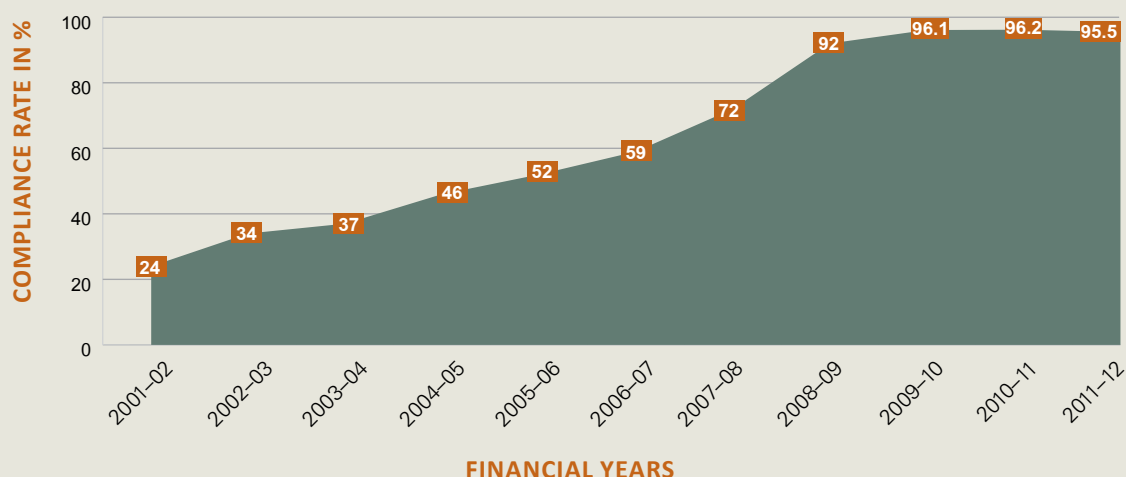
Year	2006–07	2007–08	2008–09	2009–10	2010–11	2011–12
Number of registered corporations	2552	2605	2723	2210	2286	2391
Number of new registrations	111	84	125	163	187	173

## Reporting compliance

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

Since 2001–02 the percentage of corporations that have complied with their reporting requirements has significantly increased from 24 per cent to over 95 per cent (figure 1).

**Figure 1:** Compliance trend



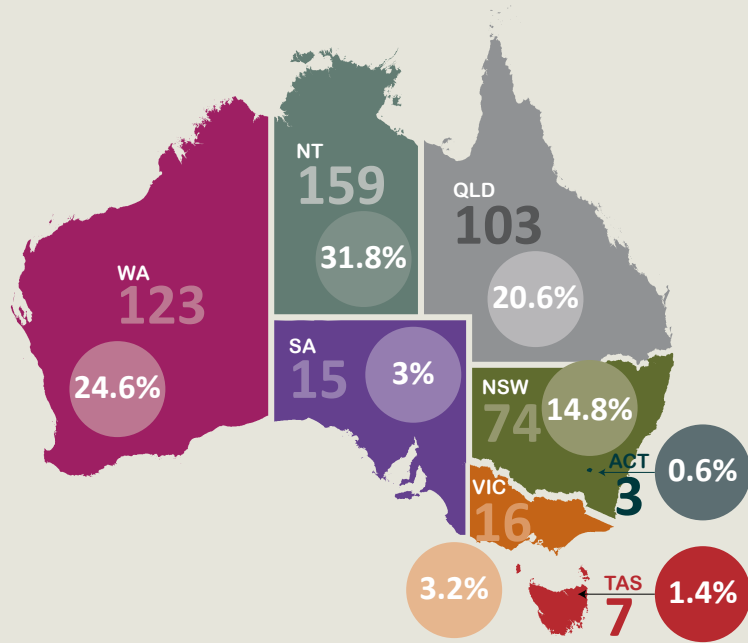
# Findings

## Geographic spread of top 500 corporations

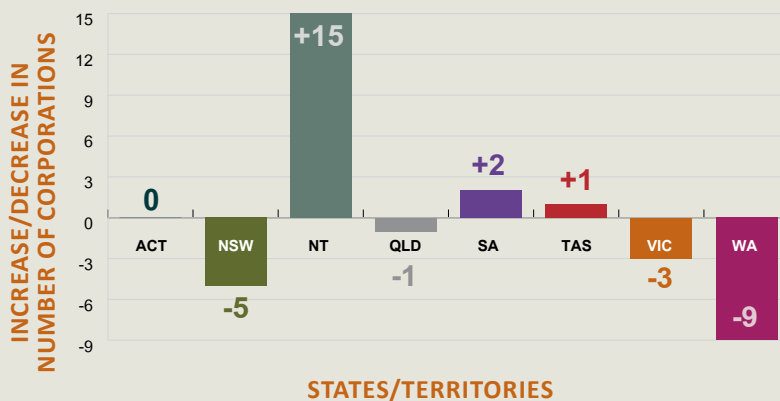
As shown in figure 2, the Northern Territory had the highest number of corporations in the top 500 in 2011–12 (159 corporations, making up 31.8 per cent of the total 500). The other two geographic jurisdictions with a large number of corporations in the top 500 were Western Australia (123) and Queensland (103). This order has remained unchanged from 2010–11.<sup>2</sup>

The number of corporations in the top 500 changed for all states/territories from the previous financial year except for the ACT, which remained at three (figure 3).

**Figure 2:** Geographic spread of top 500 corporations



**Figure 3:** Changes in the number of top 500 corporations from 2010–11 to 2011–12 per state and territory



2 Office of the Registrar of Indigenous Corporations, *The Top 500 Aboriginal and Torres Strait Islander corporations 2010–11*, September 2012, figure 2, p. 6.



## 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.

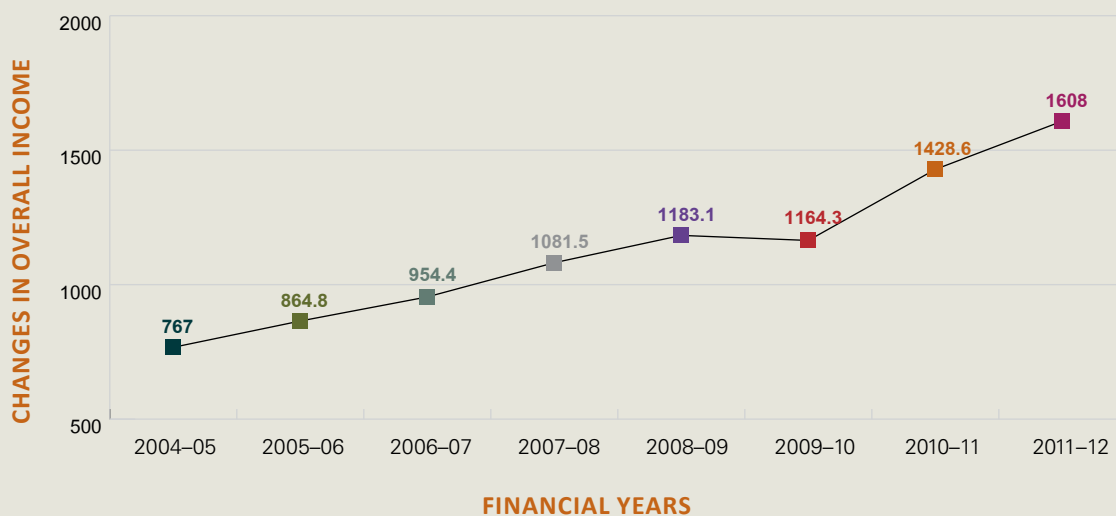
In 2011–12 the combined income of the top 500 corporations was almost \$1.61 billion, up from \$1.43 billion in 2010–11 (a 12.6 per cent increase).

The overall income generated by the top 500 corporations has more than doubled over the last eight financial years.

From 2004–05 to 2011–12, overall income increased from \$767 million to \$1.61 billion (figure 4). This growth trend has been steady except for a slight drop in 2009–10 which may be a reflection of economic uncertainties following the onset of the global financial crisis (GFC). The average growth rate equates to 11.2 per cent per annum.

The average income across the top 500 corporations in 2011–12 was \$3.22 million, up from \$2.86 million in 2010–11.

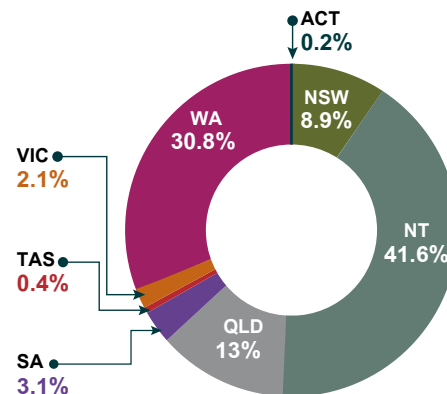
**Figure 4:** Changes in overall income of the top 500, 2004–05 to 2011–12



## Geographic share of the income

In 2011–12 the Northern Territory and Western Australia accounted for 72.4 per cent of the overall income of the top 500 corporations (figure 5), an increase of 1.1 per cent from 2010–11, and 2.3 per cent from 2009–10. There were only minor changes in the ranking of states/territories based on a share of the overall income of the top 500. All jurisdictions retained their ranking in 2011–12 except for South Australia which went from sixth to fifth position (from 2.2 up to 3.1 per cent of the total income), changing places with Victoria which dropped from 2.5 down to 2.1 per cent of the overall income.

**Figure 5:** Geographic share of overall income generated by the top 500 corporations (expressed as a percentage)



**Note:** The total adds up to 100.1 per cent due to rounding of individual figures

## 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). The top ranked corporation generated \$58 426 037 during 2011–12, which is 220 times more than the \$265 692 dollars earned by the corporation ranked at number 500.

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

Ranking of corporation	Income	Assets
Number 1	\$58,426,037	\$79,160,264
Number 500	\$265,692	\$461,083

A total of 148 of the 500 corporations improved their ranking since 2010–11 and 289 decreased their ranking. There were also 46 departures from the list—see appendix 1 for further details.

There were only minor changes in the top rankings as nine of the top 10 corporations for 2010–11 remained in the top 10 in 2011–12. Also, all movements in the top 10 involved a maximum of two places in ranking. The new corporation to make it into the top 10 for 2011–12 was not ranked during the previous year as it was in the process of transferring to the CATSI Act.

## Income, assets and equity by state/territory and region

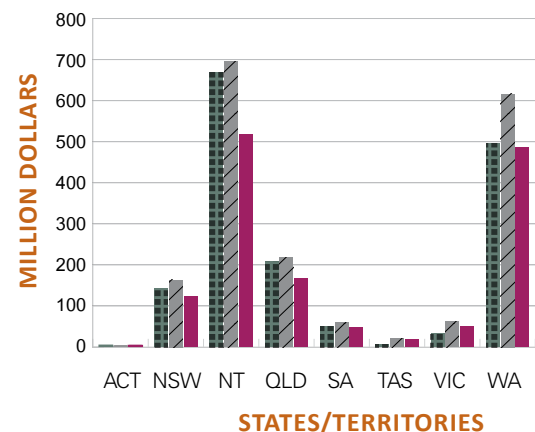
In this section 'total assets' means current and non-current assets combined, as reported by the corporations. Also, 'total equity' is calculated as follows: total equity = total assets – total liabilities.

The combined total income, total assets and total equity of the top 500 corporations in each state and territory for 2011–12 are shown in table 3. The bulk of the income, assets and equity are shared by two jurisdictions: Northern Territory and Western Australia (figure 6).

**Table 3:** Total income, total assets and total equity by state and territory, 2011–12

State/territory	Total income	Total assets	Total equity
NT	\$669,353,244	\$695,365,040	\$517,942,171
WA	\$495,065,190	\$616,224,858	\$485,345,117
QLD	\$208,471,319	\$218,958,994	\$167,539,712
NSW	\$142,529,829	\$163,327,509	\$123,695,099
VIC	\$33,604,759	\$62,048,450	\$49,060,383
SA	\$49,765,139	\$59,684,157	\$47,593,853
TAS	\$6,655,833	\$21,056,966	\$19,361,821
ACT	\$2,507,285	\$273,546	\$98,715
<b>Total</b>	<b>\$1,607,952,598</b>	<b>\$1,836,939,520</b>	<b>\$1,410,636,871</b>

**Figure 6:** Total income, total assets and total equity by state and territory, 2011–12





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 7). The rate of average yearly increase in total assets (14.3 per cent) has been comparatively greater than that of the total income (11.2 per cent) and total equity (13.8 per cent).

**Figure 7:** Changes in combined total income, total assets and total equity, 2004–05 to 2011–12

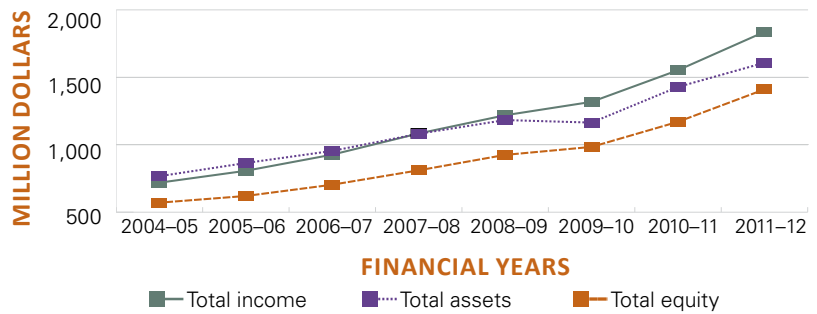
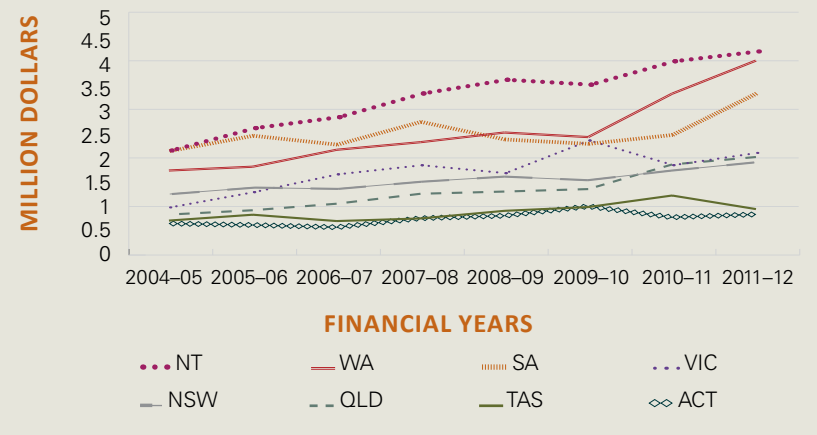


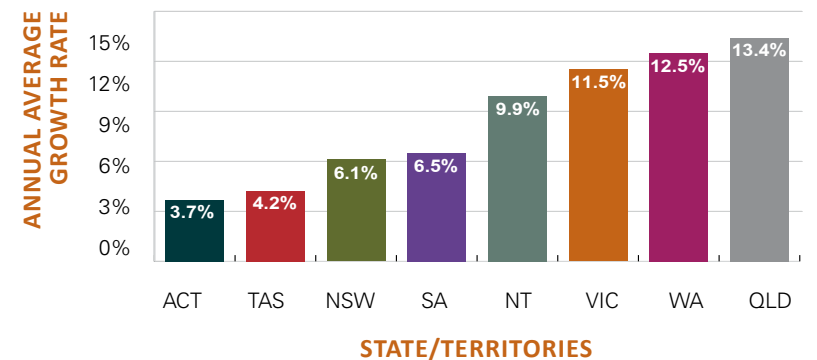
Figure 8 shows changes in the average income of corporations in each state and territory over the eight financial years to 2011–12. While all jurisdictions experienced an overall increase in income during that period, there are some unique patterns, as follows:

**Figure 8:** Movements in average income per corporation in each state and territory, 2004–05 to 2011–12



- Corporations in all jurisdictions, except in Tasmania, experienced an increase in average income from 2010–11 to 2011–12. The average income for Tasmania dropped from \$1 230 431 to \$950 833 (a decrease of 22.7 per cent).

**Figure 9:** Annual average growth rate, 2004–05 to 2011–12



- During the last two financial years Western Australia experienced by far the greatest growth in average income, from \$2 449 815 to \$4 024 920 (64.3 per cent). It can likely be attributed to the flow-on effect of the mining boom. Western Australia has significant mining activities, especially in the Pilbara and the Kalgoorlie regions.
- The second biggest growth during the last two financial years was in South Australia (45.4 per cent).
- Over the eight financial years to 2011–12 the Northern Territory has consistently maintained the lead position in average income earned by corporations.
- During the same period the Australian Capital Territory has consistently remained in the bottom position except for 2009–10 when the average income for Tasmanian corporations was lower by a small margin of \$7885.
- Queensland is the only jurisdiction that has posted an increase in average income every single year over the last eight financial years. This state also showed the highest annual average growth rate over the last eight years—13.4 per cent (figure 9).



## Average income per region in 2011-12

The average income earned by corporations by region<sup>3</sup> is documented in table 4. Nhulunbuy (NT) was the region that had the highest average income per corporation in 2011–12. It is also worth noting that all five regions of the Northern Territory are in the top 11 ranked regions based on average income per corporation. This is not surprising given that the Northern Territory was the state with the highest average income per corporation.

**Table 4:** Average income of top 500 corporations by region

REGION	STATE / TERRITORY	AVERAGE INCOME PER CORPORATION	SAMPLE SIZE
Nhulunbuy	NT	\$9,005,992	13
Dubbo	NSW	\$7,675,322	1
Broome	WA	\$7,668,794	16
Tennant Creek	NT	\$5,491,078	5
Darwin	NT	\$5,205,022	34
South Hedland	WA	\$4,806,238	24
Katherine	NT	\$4,711,852	19
Perth	WA	\$4,329,725	15
Derby	WA	\$3,758,425	17
Ceduna	SA	\$3,355,273	3
Alice Springs	NT	\$3,282,588	73
Mount Isa	QLD	\$2,986,571	11
Kalgoorlie	WA	\$2,965,604	13
Port Augusta	SA	\$2,733,467	21
Cairns	QLD	\$2,615,173	32
Kununurra	WA	\$2,568,936	29
Roma	QLD	\$2,523,799	5
Bourke	NSW	\$2,340,113	6
Victoria	VIC	\$2,100,297	16
Coffs Harbour	NSW	\$2,091,775	24
Queanbeyan	NSW	\$2,001,711	13
TSRA	QLD	\$1,954,006	6
Sydney	NSW	\$1,651,528	15
Townsville	QLD	\$1,617,356	13
Brisbane	QLD	\$1,386,233	23
Wagga Wagga	NSW	\$1,345,865	11
Geraldton	WA	\$1,262,951	9
Rockhampton	QLD	\$1,129,345	13
Tamworth	NSW	\$999,964	8
Tasmania	TAS	\$950,833	7
Adelaide	SA	\$853,563	5

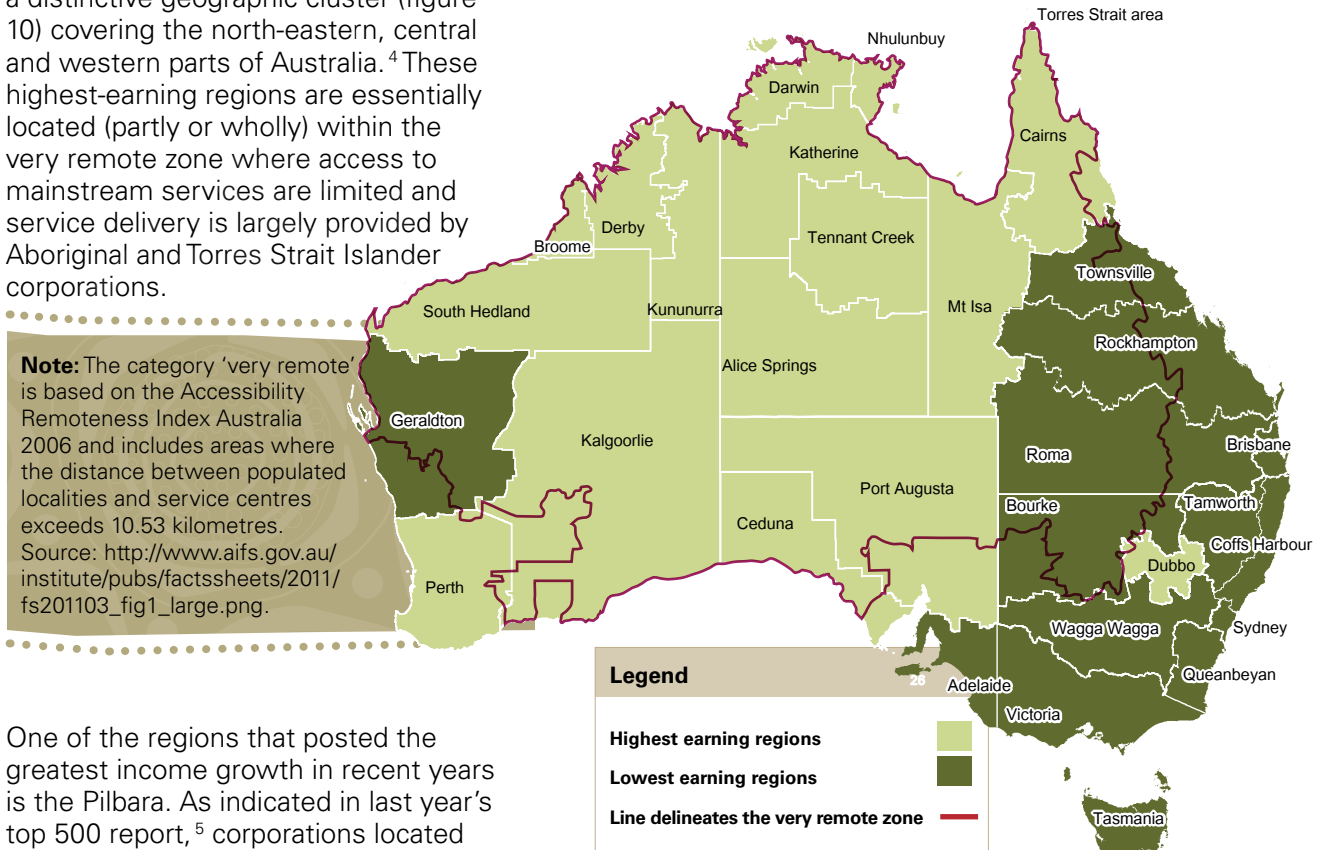
<sup>3</sup> The regional breakdown is based on the 31 Indigenous Coordination Centres (ICC regions) used by the Australian Government. The ICCs have been established to provide whole-of-government services to Aboriginal and Torres Strait Islander communities at a regional level. These ICCs are the main network through which the Australian Government coordinates the delivery of Indigenous-specific programs and services. The delineation of the regions is shown in figure 10.



The 16 regions with the highest average earning are essentially located within a distinctive geographic cluster (figure 10) covering the north-eastern, central and western parts of Australia.<sup>4</sup> These highest-earning regions are essentially located (partly or wholly) within the very remote zone where access to mainstream services are limited and service delivery is largely provided by Aboriginal and Torres Strait Islander corporations.

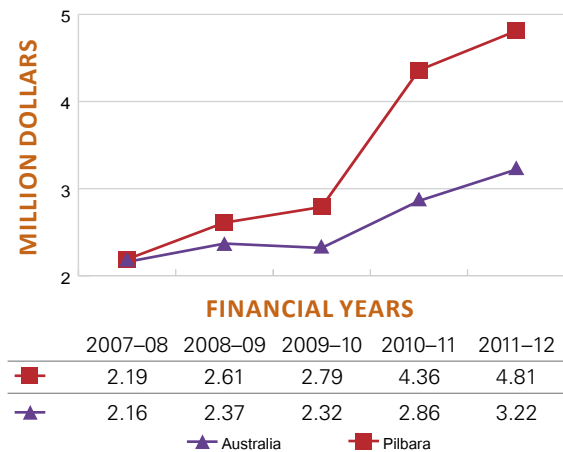
**Note:** The category 'very remote' is based on the Accessibility Remoteness Index Australia 2006 and includes areas where the distance between populated localities and service centres exceeds 10.53 kilometres.  
Source: [http://www.aifs.gov.au/institute/pubs/factsheets/2011/fs201103\\_fig1\\_large.png](http://www.aifs.gov.au/institute/pubs/factsheets/2011/fs201103_fig1_large.png).

**Figure 10:** Indigenous Coordination Centres according to highest and lowest earning regions



One of the regions that posted the greatest income growth in recent years is the Pilbara. As indicated in last year's top 500 report,<sup>5</sup> corporations located within the Pilbara, the source of the bulk of Australia's iron ore<sup>6</sup>, appear to have significantly benefitted from the recent mining boom (figure 11). In 2007–08 the average income of Pilbara-based corporations was virtually identical to the average national income of the top 500 corporations. However, from 2008–09 onwards, Pilbara-based corporations have consistently increased their income relative to the national average. For instance, in 2011–12 the average income of Pilbara-based corporations increased by \$0.45 million from the previous financial year whereas the national average income of the top 500 corporations only increased by \$0.36 million (figure 11).

**Figure 11:** Average income per top 500 corporation based in the Pilbara region compared with average income of all top 500 corporations, 2007–08 to 2011–12



4 The Dubbo ICC region is a notable exception, showing a high average income per corporation yet located outside of the very remote zone—this is likely due to the unreliable sample size of only one corporation ranked in the top 500 within this region.

5 Office of the Registrar of Indigenous Corporations, *The Top 500 Aboriginal and Torres Strait Islander Corporations 2010–11*, September 2012, figure 9, p. 10.

6 Bureau of Resources and Energy Economics, *Resources and energy quarterly*, September quarter 2012, pp. 136 and 143; Western Australia contributes 97.2 per cent of the production of iron ore and concentrates in Australia. Within Western Australia, the highest concentration of iron ore resources is in the Pilbara—see maps at: [https://www.ga.gov.au/products/servlet/controller?event=GEOCAT\\_DETAILS&catno=74858](https://www.ga.gov.au/products/servlet/controller?event=GEOCAT_DETAILS&catno=74858).

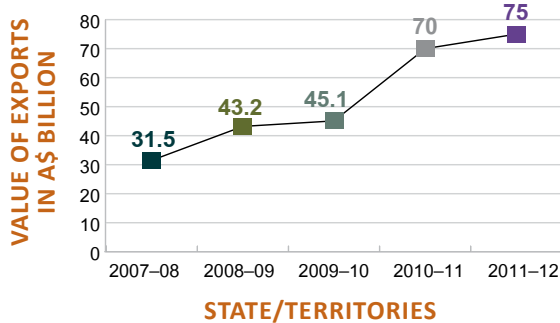


The growth curve of the average income of Pilbara-based corporations slowed in 2011–12 compared to the previous year. This slowdown may to some extent be attributed to the easing of the export value of iron ore mined from Pilbara sites. Despite an increase in the volume of iron ore exports, a drop in the average export value of iron ore led to a slowed growth in the overall value of exports (see figure 12).<sup>7</sup>

The flattening of the curve in the export value of metal ore in 2011–12 (figure 12) is virtually identical to that shown in the average income of Pilbara-based corporations over the same period (figure 11) suggesting a close correlation between the growth of these corporations' income (even if they do not directly receive mining royalties and payments) and the value of iron ore exports mined from the Pilbara.

Mining-related income earned by Pilbara-based corporations made up at least \$31.4 million of the total \$115.3 million earned within the region in 2011–12, or 27.2 per cent of the total income.<sup>8</sup> This amount is a conservative estimate as some of the corporations known to provide services to the mining sector did not separately identify revenues generated from these activities in their audited financial statements.

**Figure 12:** Australia's metal ore mining exports by value, 2007–08 to 2011–12<sup>9</sup>

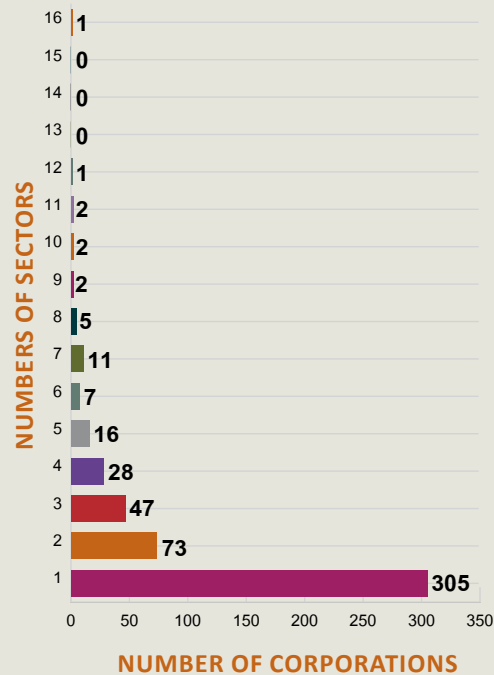


## Sectoral information

As part of annual reporting under the CATSI Act, Aboriginal and Torres Strait Islander corporations provide information on the sectors they operate in. During 2011–12, 305 (61 per cent) of the top 500 corporations reported that they operate in one sector only (figure 13). This represents four corporations more than in the previous financial year and 23 more than in 2009-10.

Of the 195 corporations that operated in more than one sector, 164 corporations operated in two to five sectors—six less corporations than in the previous financial year. One corporation identified that it operated in 16 different sectors.

**Figure 13:** Number of sectors in which the top 500 corporations operate



7 Bureau of Resources and Energy Economics, *Resources and energy quarterly*, September quarter 2012, pp. 136 and 143.

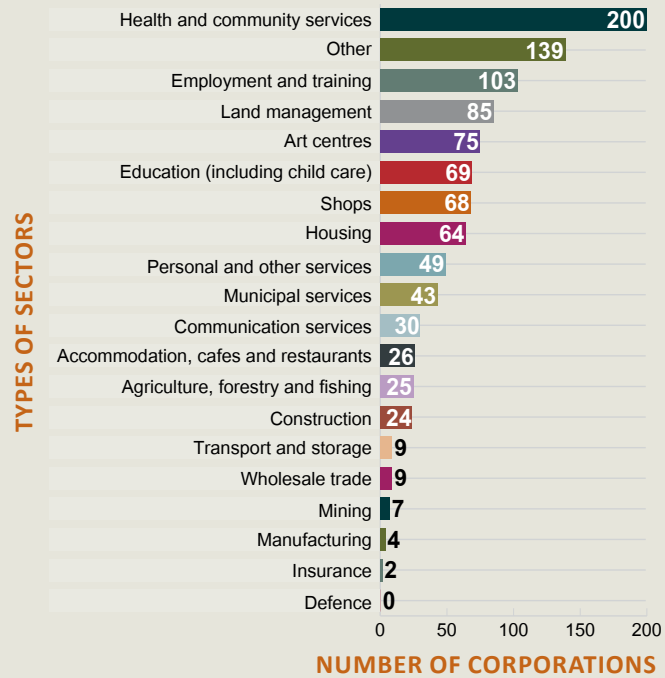
8 The three main miners in the Pilbara (Rio Tinto, BHP Billiton and Fortescue Metals) have benefitted local Aboriginal corporations by providing compensation payments under Indigenous land use agreements and land access agreements, mining royalties and donations and contracting, land clearance work (heritage surveys) and consultancies.

9 Australian Trade Commission, *Australia Benchmark Report 2012*, November 2012, table on p. 34. See also Bureau of Resources and Energy Economics, *Resources and energy quarterly*, September quarter 2012, pp. 39 and 41.



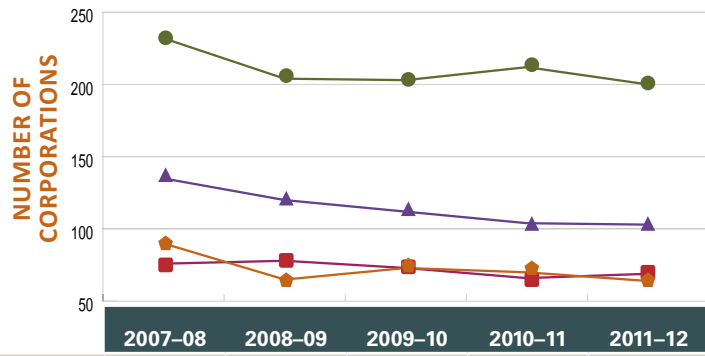
Figure 14 shows the number of corporations operating in each sector. The health and community services sector remains the largest with 200 corporations, down from 212 in 2010–11. This represents a decrease of 5.7 per cent. There was also a slight drop from 104 to 103 in the number of corporations operating in the second largest sector, employment and training.

**Figure 14:** Number of top 500 corporations per sector



Over the last five financial years, there has been a downward trend in the number of corporations operating in the four sectors involved in the provision of essential services to Aboriginal and Torres Strait Islander communities—health and community services, employment and training, education (including child care) and housing (figure 15).

**Figure 15:** Number of top 500 corporations involved in key service delivery sectors, 2007–08 to 2011–12



	2007–08	2008–09	2009–10	2010–11	2011–12
Health and community services	232	204	203	212	200
Employment and training	135	120	112	104	103
Housing	90	65	73	70	64
Education (including child care)	76	78	73	66	69

**FINANCIAL YEARS**

The largest drop over the period was in the housing sector (28.9 per cent) followed by employment and training (23.7 per cent), health and community services (13.8 per cent) and education (9.2 per cent).

Since 2007–08 three sectors have shown a consistent growth within the top 500 corporations:

- the 'other sectors' category experienced a growth of 208.9 per cent
- shops had an increase of 61.9 per cent
- accommodation, cafes and restaurants had a 36.8 per cent increase.



## Profile of corporations incorporated in the last three years

Fifty-four (54) corporations incorporated under the CATSI Act since 1 July 2009 (the last three financial years) are represented in the top 500. The only sector that has a proportionally higher representation of new registrations compared to the top 500 representation is 'shops' (figure 16).<sup>10</sup>

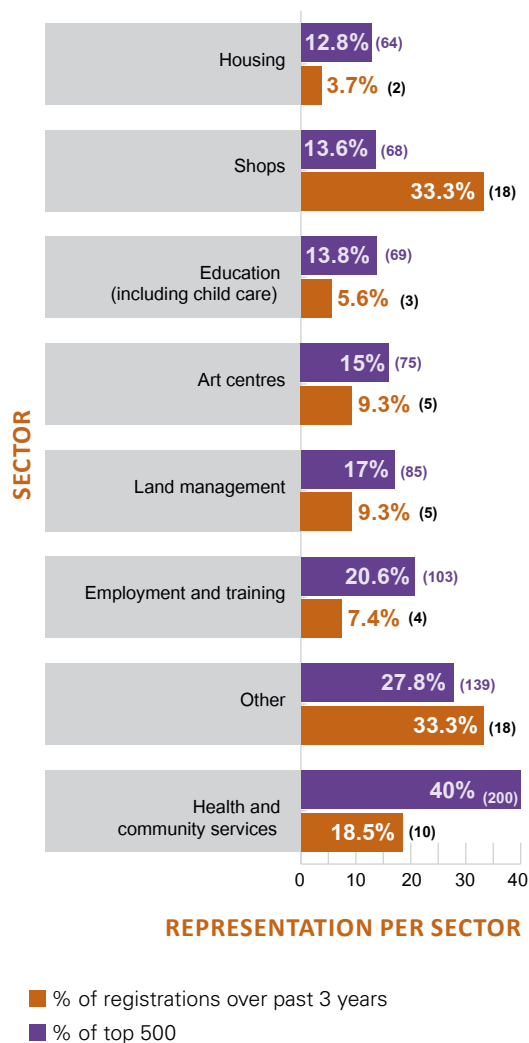
The sharp increase in the representation of stores is largely due to the amendment in July 2010 of the *Northern Territory National Emergency Response Act 2007* (Commonwealth) (NTNER Act) under which community stores in the Northern Territory and located in prescribed areas can be directed to register under the CATSI Act.<sup>11</sup>

The sectors showing a significantly lower representation from new registrations over the last three years are:

- health and community services
- employment and training
- housing
- education (including child care).

This corroborates the findings in figure 15, showing the gradual reduction in the total number of corporations operating in these four sectors since 2007–08.

**Figure 16:** Representation of corporations per sector: top 500 corporations compared with new corporations registered during 2009–10 to 2011–12



<sup>10</sup> The only sectors included in this chart are those with a representation of over 50 corporations in the top 500.

<sup>11</sup> See Part 7, Division 4 of the NTNER Act.

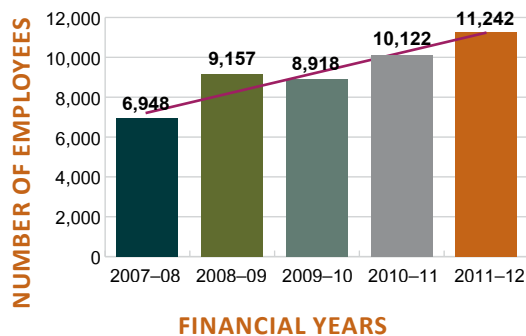


## Employees

General reports submitted to the Registrar contain information on the number of employees of each corporation. 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 2011–12 the top 500 Aboriginal and Torres Strait Islander corporations employed 11 242 people, an increase of 1120 employees (11.1 per cent) from the previous financial year. This is the second consecutive financial year that employment growth has exceeded 10 per cent (13.5 per cent in 2010–11—see figure 17).

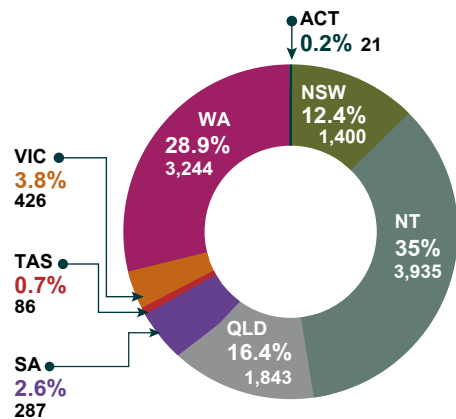
**Figure 17:** Change in the number of employees, 2007–08 to 2011–12



Most people employed by the top 500 corporations are located in the Northern Territory and Western Australia, which constitute 63.9 per cent of people employed by the top 500 corporations (figure 18).

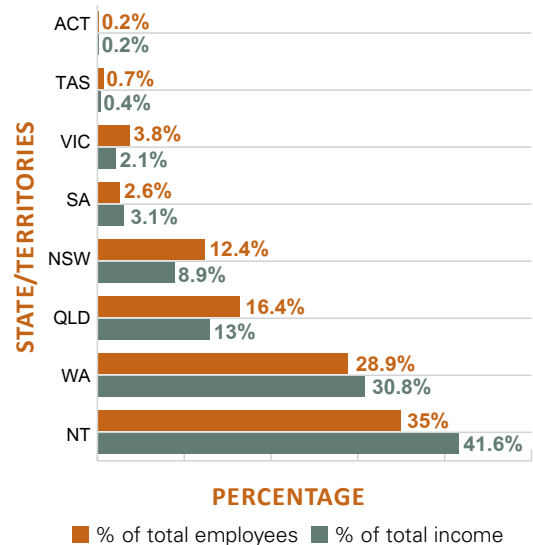
All rankings of the number of people employed by state or territory have remained unchanged since the last financial year. However, at the higher end the Northern Territory increased its percentage from 34.1 to 35; and at the lower end the ACT decreased its percentage from 0.3 down to 0.2, widening the gap between the lowest and highest ranking jurisdictions in this category.

**Figure 18:** Number of employees in each state and territory of the top 500 corporations



The two jurisdictions that generated the largest income (Northern Territory and Western Australia), employed comparatively less people than the next two jurisdictions (Queensland and New South Wales) as shown on figure 19. This pattern has remained unchanged since the last financial year.

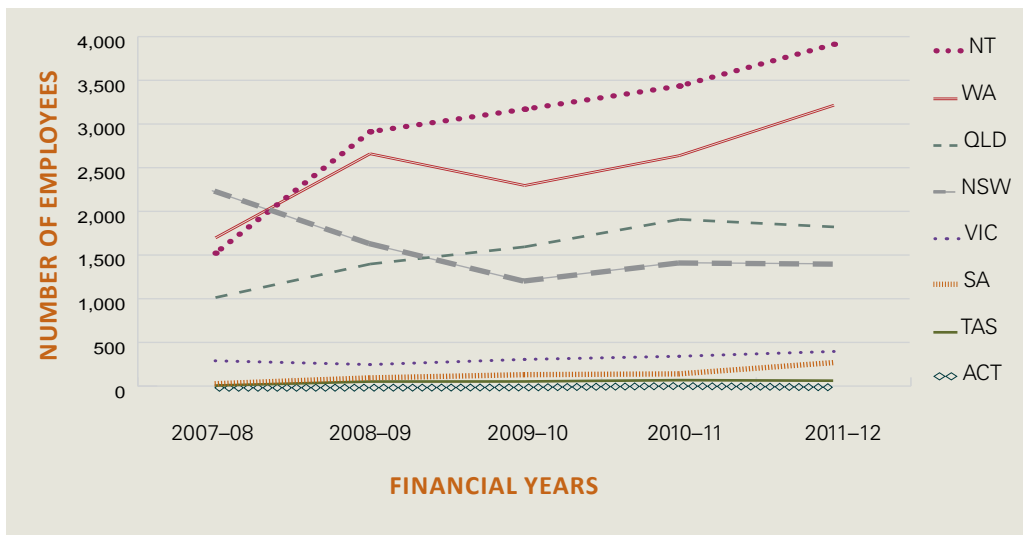
**Figure 19:** Comparison of percentage of income and employees per jurisdiction



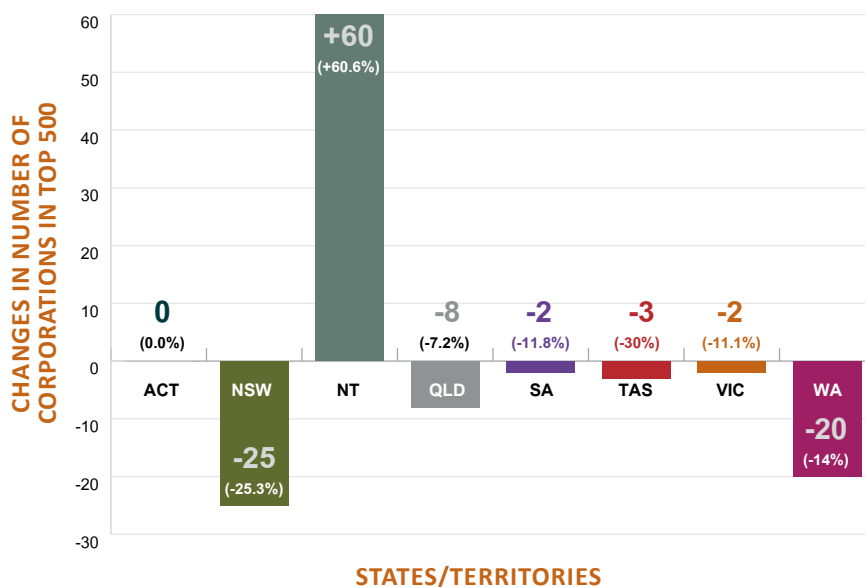
Since 2007–08 the Northern Territory has experienced significant growth in the total number of employees employed by corporations in the top 500, from 1544 to 3935 (figure 20). To some extent this increase can be attributed to the growth in the number of top 500 corporations based in the Northern Territory—from 99 in 2007–08 to 159 in 2011–12. In fact, the Northern Territory is the only jurisdiction that has increased its representation in the top 500 since 2007–08—all other jurisdictions have either experienced a decline or, in the case of the ACT, remained the same (figure 21).

The second largest growth in employee numbers since 2007–08 was experienced by corporations in Western Australia—from 1725 to 3244—despite a drop in the actual number of corporations represented in the top 500 (from 143 down to 123—a 14 per cent drop). The other two states with relatively large numbers of employees (Queensland and New South Wales) both saw a drop in employee numbers during 2011–12—both also had a reduction in the number of corporations represented in the top 500 (one for Queensland and five for New South Wales).

**Figure 20:** Changes in total number of employees for each jurisdiction, 2007–08 to 2011–12



**Figure 21:** Change in the number of top 500 corporations per state/territory from 2007–08 to 2011–12





## Gender of directors

This year's top 500 report includes a special focus on the gender representation of boards of directors and particularly on the profile of corporations that have a higher representation of women on their boards.

In recent years there has been a heightened public interest in the gender representation on boards of listed companies, government bodies and not-for-profit organisations. There has also been a whole-of-government initiative to increase the representation of women in senior positions.

Recent Australian Government initiatives to increase the representation of women on boards include:

- an amendment of the Australian Securities Exchange (ASX) *Principles of Corporate Governance* requiring all ASX-listed companies to set measurable objectives for achieving gender diversity and report on the number of female directors appointed to boards or provide a 'why not' response<sup>12</sup>
- a commitment by the Australian Government to achieve a target of at least 40 per cent women on Australian Government boards by 2015<sup>13</sup>
- the tabling in Parliament of the *Workplace Gender Equality (Matters in relation to Gender Equality Indicators) Instrument 2013 (No. 1)* requiring certain employers to report on gender equality matters.<sup>14</sup>

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

In 2011–12 a total of 3965 people filled directors' roles in the top 500 Aboriginal and Torres Strait Islander corporations. This represents an average of just under eight (7.96) directors per corporation.<sup>15</sup> The average number of directors per corporation has remained consistently within the 7.6 to 8 range since 2008–09 (table 5). This also falls within the range of broader corporate entities including government boards, the not-for-profit community sector and companies listed on the ASX (figure 22). However, there is a clear trend towards an increase in the size of boards as the income of corporations increase (figure 23).

It was not possible to identify the gender of 63 directors (1.6 per cent) as some corporations did not indicate gender-specific titles (Mr, Mrs, Ms) for their directors and the first names were non-gender specific (Figure 24).

Excluding directors whose gender is not specified, the breakdown of male and female directorships is 45.1 per cent male to 54.9 per cent female. This is virtually unchanged from the previous financial year when there were 45.3 per cent male directors to 54.7 per cent female directors.<sup>16</sup>

12 Equal Opportunity for Women in the Workplace Agency, *2012 Australian Census of Women in Leadership*, Commonwealth of Australia, 2012, p. 6; KPMG, *ASX Corporate Governance Council Principles and Recommendations on Diversity: Analysis of 31 December 2011 year end disclosures*, 2012, p. 3.

13 Equal Opportunity for Women in the Workplace Agency, *op.cit.*, p. 38.

14 Workforce Gender Equality Agency, *New gender equality data to benefit employers* at <http://www.wgea.gov.au/content/new-gender-equality-data-benefit-employers>, 13 March 2013.

15 This figure is calculated out of a total of 498 corporations as two corporations do not currently have a board of directors as they are under special administration.

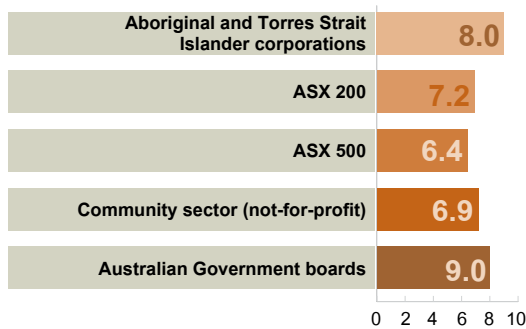
16 Office of the Registrar of Indigenous Corporations. *The Top 500 Aboriginal and Torres Strait Islander corporations 2010–11*. Australian Government, September 2012, p. 13.

Female representation on Aboriginal and Torres Strait Islander corporation boards has always been strong. Since ORIC began to document gender representation through the top 500 reports, women have always held the majority on boards. In actual fact, over the past five financial years, there has been a slight but noticeable increase in the proportion of female directors, from 52.8 per cent in 2007–08 to 54.9 per cent in 2011–12, a 2.1 per cent increase (figure 25).

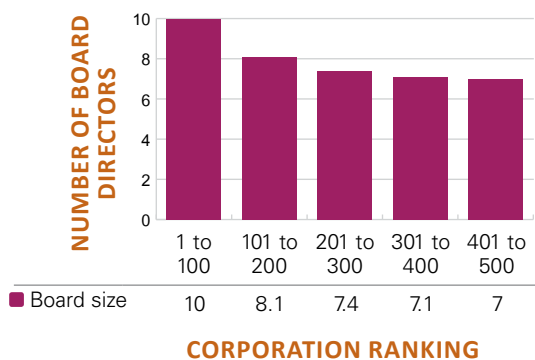
**Table 5:** Average number of directors per board, top 500 corporations, 2008–09 to 2011–12

Financial year	Average number of directors
2008-09	7.6
2009-10	7.9
2010-11	7.7
2011-12	8.0

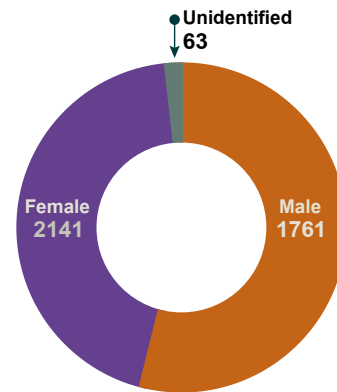
**Figure 22:** Average number of directors on boards, some comparisons<sup>17</sup>



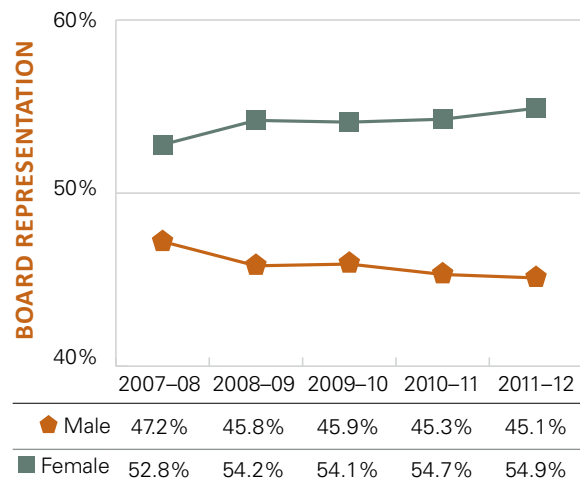
**Figure 23:** Board size relative to corporation ranking (income) per 100 brackets



**Figure 24:** Known gender of directors for the top 500 corporations



**Figure 25:** Changes in gender representation on boards of top 500 corporations, 2007–08 to 2011–12

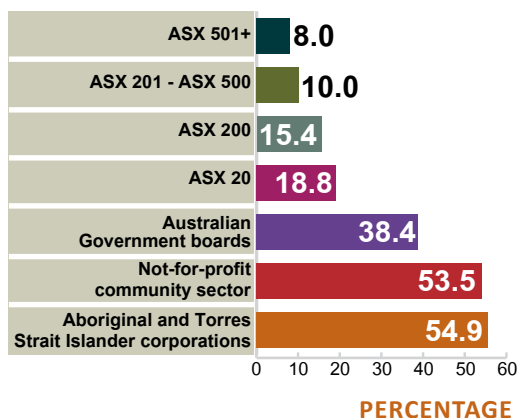


17 Sources: Equal Opportunity for Women in the Workplace Agency. *Australian Census of Women in Leadership*. Commonwealth of Australia, 2012, p. 18; Women On Boards, *Reflecting gender diversity—an analysis of gender diversity in the leadership of the community sector: inaugural survey results*, September 2012, p. 7 and figure 3, p. 13; Office for Women, Department of Families, Housing, Community Services and Indigenous Affairs. *Gender Balance on Australian Government Boards Report 2011–2012*. Commonwealth of Australia, p. 9.



The female representation on boards of Aboriginal and Torres Strait Islander corporations (54.9 per cent) is very similar to that of non-executive directors<sup>18</sup> in the not-for-profit community sector (53.5 per cent). However it is considerably higher than for companies listed on the ASX (figure 26).

**Figure 26:** Representation of women on boards—some comparisons<sup>19</sup>

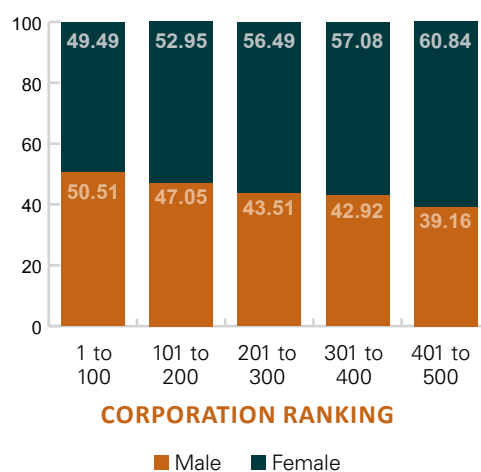


The level of representation changes as a corporation's income increases. Men hold just over 50 per cent of board positions in corporations ranked in the top 100 (with income exceeding \$3.88 million). The male representation gradually decreases as the ranking of the corporation decreases, with only 39 per cent male representation on boards of corporations ranked between 401 and 500 (figures 27 and 28).

This trend is comparable to findings for the not-for-profit community sector. Research conducted by Women on Boards stated that 'women are more likely to be on the boards of community sector organisations with lower income, with more men likely to sit on boards of organisations with a higher turnover'.<sup>20</sup>

However, this trend is not replicated with ASX-listed companies as the top 20 ASX companies have 18.8 per cent of board positions held by women—the level of representation decreases with the company's ranking on the ASX (based on market capitalisation).

**Figure 27:** Gender representation on boards relative to corporation ranking per 100 brackets



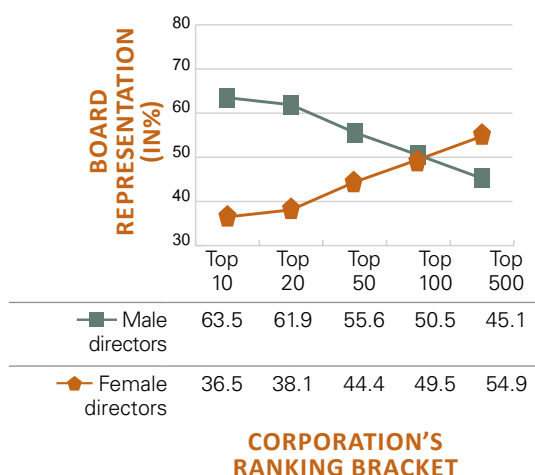
18 The category of 'non-executive directors' was used here for comparison as this category refers to directors that are not employed as fulltime executives involved in day-to-day management of the organisation—see definition of non-executive director: <http://www.businessdictionary.com>. This fits with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

19 Sources: Women on Boards, *Reflecting gender diversity:—an analysis of gender diversity in the leadership of the community sector: inaugural survey results*, September 2012, figure 3, p. 13; Department of Families, Housing, Community Services and Indigenous Affairs (Office for Women), *Gender balance on Australian Government boards report 2011–2012*, Commonwealth of Australia, p. 3; Equal Opportunity for Women in the Workplace Agency, *Australian census of women in leadership*, Commonwealth of Australia, 2012, p. 8; Australian Institute of Company Directors, *Appointments to ASX 200 boards* at <http://www.companydirectors.com.au/Director-Resource-Centre/Governance-and-Director-Issues/Board-Diversity/Statistics>; KPMG, *ASX corporate governance council principles and recommendations on diversity: analysis of disclosures for financial years ended between 31 December 2011 and 30 December 2012*, 2013, pp. 24 and 25.

20 Women on Boards, *Reflecting gender diversity—an analysis of gender diversity in the leadership of the community sector: inaugural survey results*, September 2012, p. 12, see also figure 8, p. 16.



**Figure 28:** Gender representation on boards relative to corporations' ranking: top 10, 20, 50, 100 and 500 ranking corporations



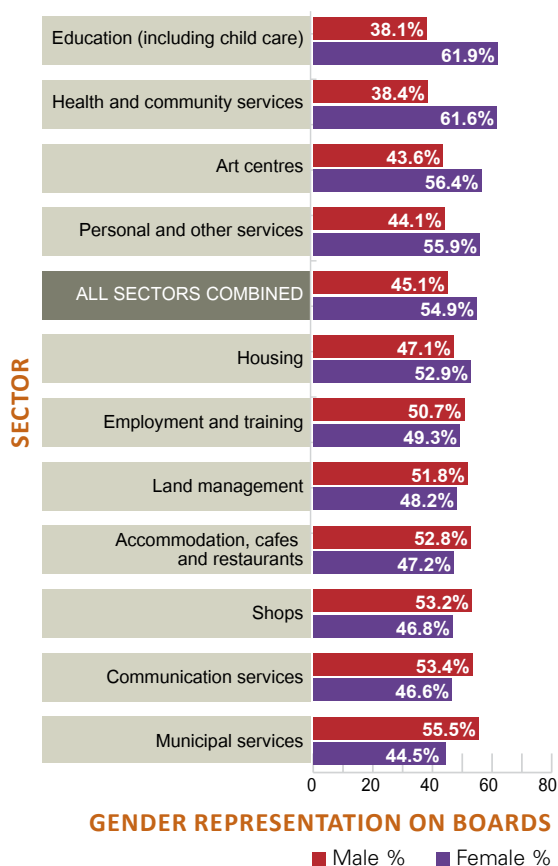
There also appears to be a correlation between gender representation on boards and the sector in which corporations operate. The board composition for sectors with a sample size of at least 20 corporations is shown in figure 29. It indicates that women are more prominent on boards of art centres (58.8 per cent)<sup>21</sup> and corporations that deliver community, social and personal services (education—including child care; health and community services; and personal and other services).

Men tend to be more prominent in sectors such as municipal services (55.5 per cent); communication services (53.4 per cent); shops (53.2 per cent); and accommodation, cafes and restaurants (52.8 per cent). There is a fairly even distribution of genders on boards in the employment and training, and land management sectors.

To some extent these results conform to the mainstream picture. For instance, a review of ASX-listed companies has shown that there is a comparatively

high proportion of women on boards of companies involved in 'health care' and 'financial services'<sup>22</sup>—these sector definitions are comparable to the following used by ORIC; 'health and community services' and 'personal and other services', both of which have a high proportion of Aboriginal and Torres Strait Islander women in board positions (61.6 per cent and 55.9 per cent respectively). There is little other comparative data available on mainstream listed companies and other organisations primarily because the sector categories used are different to those reported against by corporations registered under the CATSI Act.<sup>23</sup>

**Figure 29:** Gender representation on boards per sector



21 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. 26.

22 KPMG, *ASX corporate governance council principles and recommendations on diversity—analysis of 31 December 2011 year end disclosures*, 2012, p. 23.

23 For example, see Credit Suisse Research Institute, *Gender diversity and corporate performance*, August 2012, p. 9.



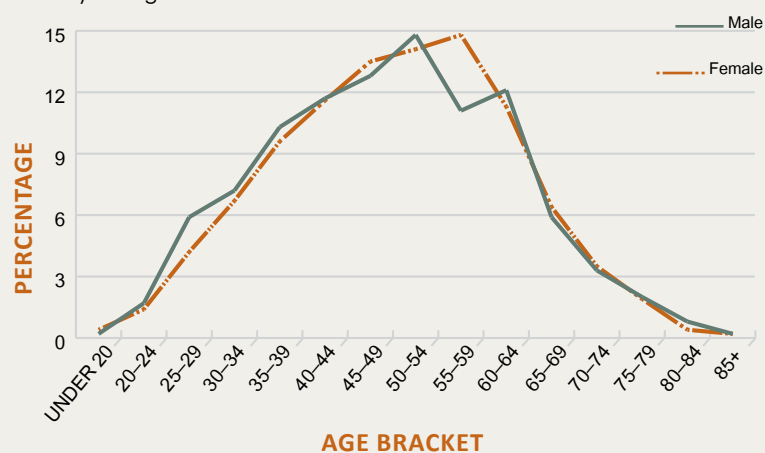
## Age profile of directors

The percentage of male and female directors per five-year age brackets is shown in figure 30.<sup>24</sup> The overall patterns that emerge are:

- the average age of directors is 49 years and 9 months (down from 2011–10 when it was 51)
- the average age of female directors is slightly higher than that of men, at 50 years and 8 months compared to 49 years and 3 months for men
- there are more men within the 25 to 39 years age bracket
- women dominate in the 55 to 59 year age bracket at 14.8 per cent of all directors compared to 11.1 per cent for men.

These trends differ from trends for the community sector. According to a report recently published by Women on Boards, female directors in the community sector have a significantly greater representation than men in the 18 to 50 year age brackets and the trend is reversed for directors in the 51 and above age bracket.<sup>25</sup>

**Figure 30:** Gender representation on boards of top 500 corporations in five-year age brackets



## Sources of income

This section examines the various sources of income for corporations registered under the CATSI Act. Information gathered from audited financial statements submitted between 2007–08 and 2011–12 by the top 20 corporations is provided in table 6 and figure 31.<sup>26</sup>

**Table 6:** Sources of income of top 20 Aboriginal and Torres Strait Islander corporations, 2007–08 to 2011–12

Financial Year	2007–08	2008–09	2009–10	2010–11	2011–12
Government funding	154 196 133 (46.9%)	161 122 873 (44.5%)	176 523 678 (45.8%)	184 974 330 (38.2%)	210 945 564 (39.9%)
Self-generated income	125 770 971 (38.2%)	129 839 392 (38.8%)	150 516 053 (39.0%)	191 974 080 (39.6%)	210 627 891 (39.8%)
Other income sources	48 971 244 (14.9%)	71 509 524 (19.7%)	58 444 430 (15.2%)	107 520 775 (22.2%)	107 417 202 (20.3%)
Philanthropic gifts	23 130 (<0.1%)	6 015 (<0.1%)	2 600 (<0.1%)	17 091 (<0.1%)	0 (0.0%)

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

24 The results are based on a sample of 2574 directors (1160 males and 1414 females) comprising all directors whose age and gender could be ascertained for the top 500 corporations.

25 Women on Boards, *Reflecting gender diversity—an analysis of gender diversity in the leadership of the community sector: inaugural survey results*, September 2012, figures 4 and 5, p. 14.

26 The top 20 corporations are used in this sample as their total income makes up almost one third (32.9 per cent) of the total income for the top 500 corporations.

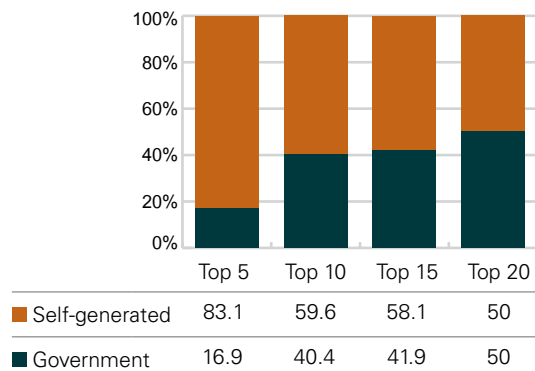
The proportion of self-generated income relative to other sources of funding combined has continued to grow since 2007–08; from 38.2 per cent to 39.8 per cent—an average of 0.4 per cent each year (table 6). This suggests that the highest earning corporations are slowly but steadily becoming more self-reliant financially.

Several other trends are apparent when reviewing the sources of corporation income (see figure 31):

- both government funding and self-generated income has increased every single year since 2007–08
- income received from other sources shows a more erratic pattern over time as this funding source consists largely of mining royalties and compensation payments made under Indigenous land use agreements which may be large one-off payments
- over the five-year period, the income generated from philanthropic gifts has remained under 0.1 per cent of total funding; in fact there was no reported income at all generated by the top 20 corporations in 2011–12 from philanthropic gifts

In 2011–12 the top 20 corporations generated a similar amount of funding from both government and self-generated income—around \$210 million from each income stream. This varied depending on the size of the corporation. For example, the top five corporations generated 83.1 per cent of their income from self-generated sources compared to only 16.9 per cent from government funding (figure 32).

**Figure 32:** Relative income generated in 2011–12 from government versus self-generated income, top 5, 10, 15 and 20 Aboriginal and Torres Strait Islander corporations



**Figure 31:** Funding sources of top 20 Aboriginal and Torres Strait Islander corporations, 2007–08 to 2011–12



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

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



## CASE STUDY

# Back in top health

Katungul Aboriginal Corporation Community and Medical Services has for almost 20 years delivered culturally appropriate health care to Aboriginal and Torres Strait Islander communities on the far south coast of New South Wales.

Based in Narooma they care for people from Batemans Bay to Eden.

Services include:

- holistic health care including general practice services
- medical and dental clinics
- allied health programs for eye and ear health and podiatry services
- maternity care
- a range of outreach programs to service the wider community in collaboration with other service providers.

In terms of income generated, Katungul came in at number 135 in the list of top 500 corporations for 2011–12. It has a strong board of directors, a new and committed CEO and a growing membership and client base. Today, it is an innovative organisation with a strong pathway for growth and community capacity building.

Yet it has not always been plain sailing. In December 2011 the Registrar placed Katungul under special administration because the corporation was facing operational and administrative issues. It was clear it needed assistance to work through and fix a number of problems.

At the same time an investigation by the Registrar into the conduct of Katungul's CEO, Mr Damien Matcham, also revealed some serious financial irregularities. Civil proceedings against Mr Matcham for 'contravening his duties as an officer of Katungul' continue to move through the court.

Most of 2012 was a very difficult time for the corporation. As a result of corporate governance failure it lost the support of the community.



Katungul's new logo, based on a design by Bronwen Smith, shows the *umburra* (black duck). The corporation ran a competition to redesign the logo in early 2013 to mark Katungul's fresh start.





Handing back ceremony. The corporation was returned to members in October 2012. (Left to right): Warren Foster, Bunja Smith and Graeme Moore



Looking after eye health



Inside the general practice



Katungul mobile dental bus

People stopped coming to Katungul for their treatments and government funding bodies turned away.

But through hard work over the course of the special administration and good firm decision making Katungul has managed to turn itself around. It is now once again operating as an effective Aboriginal community-controlled health service.

By October 2012 the corporation was ready to be returned to members and a new board of directors appointed. It hasn't looked back since.

Relationships with the community and other service providers in the region have been built anew. A drive to increase client numbers is in full swing, a mobile dental service is back on the road, and funding from the Commonwealth and New South Wales governments (amounting to \$2.2 million) has been secured. A new CEO and auditor have also been appointed.

Today Katungul has a new operational structure and a vastly improved financial position. 'Our corporate governance standards are now of a high order,' says Jon Rogers, Katungul's new CEO (formally appointed in August 2012).

The corporation has rectified or completely cleared all past breaches of funding agreements, has increased its income, drafted and registered a new rule book, and opened a new clinic in Batemans Bay.

Katungul's future has been completely reset. 'Past mistakes have been put behind us and we now have rules and procedures in place to prevent any reoccurrence. The special administration really helped us to get our affairs back in order,' says Bunja Smith, Katungul's chairperson. 'I am glad that Katungul is now regaining its title as the service provider of choice for Aboriginal and Torres Strait Islander people living on the far south coast.'





## Appendix: ranking by income

	Rank 2011–12	Rank 2010–11	Income 2011–12	Change (%)	Employees 2011–12	Change (%)	State
▲	1	2	\$58,426,037	27.0%	52	0.0%	NT
▲	2	4	\$46,871,067	24.0%	40	122.2%	WA
▼	3	1	\$44,759,708	-3.3%	222	0.0%	NT
▲	4	5	\$41,628,112	23.6%	55	34.1%	NT
▼	5	3	\$35,352,829	-8.5%	559	8.5%	NT
▲	6	7	\$33,637,040	19.9%	118	14.6%	WA
▼	7	6	\$30,516,009	4.0%	93	-19.1%	WA
▲	8	9	\$26,149,013	3.1%	494	36.1%	WA
	9	N/R	\$25,119,931	N/C	279	N/C	NT
▼	10	8	\$25,078,336	-4.6%	45	0.0%	NT
▲	11	34	\$19,525,991	124.3%	7	0.0%	QLD
▼	12	11	\$18,981,548	9.2%	60	76.5%	WA
▼	13	12	\$17,246,669	2.9%	118	7.3%	NT
▲	14	19	\$15,728,372	17.3%	44	33.3%	WA
▲	15	20	\$15,707,403	20.5%	99	19.3%	NT
▼	16	15	\$15,541,262	-3.9%	162	12.5%	NT
▲	17	52	\$15,200,302	137.2%	31	0.0%	WA
▲	18	21	\$14,896,485	17.4%	66	-10.8%	NT
▼	19	17	\$14,497,707	-1.8%	105	7.1%	NT
▼	20	14	\$14,126,836	-13.2%	51	8.5%	SA
▲	21	28	\$13,772,420	29.4%	38	0.0%	WA
▲	22	24	\$13,597,301	23.0%	90	0.0%	NT
▲	23	32	\$13,435,161	48.9%	45	28.6%	WA
▲	24	37	\$13,245,490	58.7%	25	0.0%	NT
▼	25	23	\$12,759,517	13.3%	325	64.1%	WA
▲	26	30	\$12,504,530	23.3%	40	0.0%	NT
▼	27	10	\$12,423,495	-33.4%	65	-5.8%	QLD
	28	N/R	\$12,229,755	N/C	74	N/C	SA
▼	29	25	\$12,217,162	13.0%	82	-30.5%	NT
▼	30	29	\$12,171,985	15.1%	97	2.1%	NT
▼	31	22	\$11,748,395	-2.7%	45	40.6%	WA
▼	32	18	\$11,527,412	-20.1%	120	0.0%	NT
	33	N/R	\$11,389,911	N/C	119	N/C	QLD
▼	34	26	\$11,389,341	5.6%	95	26.7%	NSW
▼	35	27	\$10,822,749	1.1%	87	8.8%	NSW
▲	36	39	\$9,624,123	17.6%	43	-4.4%	QLD
▼	37	33	\$9,542,234	8.9%	101	-2.9%	NSW
▲	38	44	\$9,351,029	20.5%	4	-20.0%	WA
▲	39	46	\$9,158,285	21.3%	87	52.6%	NT
▼	40	38	\$8,908,912	8.5%	75	0.0%	NSW
▲	41	66	\$7,876,115	50.3%	89	-8.2%	QLD
▼	42	41	\$7,778,207	-3.7%	30	7.1%	NT
▲	43	49	\$7,760,985	13.1%	120	33.3%	VIC
	44	N/D	\$7,730,630	-3.6%	N/D	N/C	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 2011–12	Rank 2010–11	Income 2011–12	Change (%)	Employees 2011–12	Change (%)	State
▲	45	56	\$7,675,322	27.4%	65	8.3%	NSW
▲	46	51	\$7,618,568	18.1%	42	2.4%	WA
▲	47	48	\$7,503,524	6.6%	22	0.0%	WA
▼	48	31	\$7,182,260	-21.6%	52	0.0%	WA
▲	49	55	\$7,169,280	18.9%	26	-44.7%	WA
▼	50	45	\$7,120,936	-5.9%	145	7.4%	NT
▼	51	35	\$7,105,227	-18.1%	72	-14.3%	NSW
▲	52	67	\$6,951,747	32.8%	36	12.5%	WA
▼	53	47	\$6,871,793	-4.2%	152	-4.4%	QLD
▲	54	59	\$6,829,003	19.2%	102	20.0%	VIC
▼	55	40	\$6,684,330	-17.9%	72	-14.3%	NT
▼	56	42	\$6,567,153	-17.3%	76	-3.8%	NT
▲	57	89	\$6,484,522	62.8%	30	87.5%	WA
▼	58	16	\$6,459,017	-59.3%	57	-38.0%	NT
▼	59	54	\$6,419,499	5.0%	54	14.9%	WA
▲	60	61	\$6,402,324	13.2%	29	3.6%	QLD
▲	61	62	\$6,381,421	12.9%	55	22.2%	NSW
▲	62	63	\$6,212,713	10.1%	210	N/C	WA
▼	63	53	\$6,095,092	-4.3%	54	3.8%	WA
	64	N/R	\$5,976,318	N/C	54	N/C	SA
▲	65	81	\$5,729,051	31.4%	40	0.0%	QLD
▼	66	50	\$5,618,053	-16.9%	21	0.0%	NT
▼	67	64	\$5,594,801	0.7%	48	29.7%	WA
	68	N/R	\$5,587,770	N/C	5	N/C	WA
▲	69	71	\$5,518,103	17.2%	1	N/C	NT
▲	70	77	\$5,482,985	21.3%	42	20.0%	QLD
▼	71	58	\$5,475,421	-5.2%	41	10.8%	QLD
▼	72	65	\$5,399,331	-0.7%	28	0.0%	WA
▼	73	57	\$5,268,133	-9.9%	7	-93.60%	WA
▲	74	82	\$5,198,288	20.8%	47	9.3%	NSW
▲	75	202	\$5,194,795	244.7%	6	-25.0%	WA
■	76	76	\$5,162,649	11.5%	80	0.0%	WA
▲	77	88	\$5,153,072	29.0%	42	75.0%	QLD
▼	78	70	\$5,086,043	2.8%	56	0.0%	WA
▼	79	78	\$4,750,727	6.2%	27	0.0%	WA
▼	80	74	\$4,704,050	1.0%	159	34.7%	NT
▲	81	96	\$4,691,299	26.3%	40	0.0%	NSW
▼	82	69	\$4,650,819	-6.6%	24	-25.0%	NSW
▲	83	87	\$4,450,003	7.8%	42	2.4%	WA
▲	84	92	\$4,406,204	12.8%	50	0.0%	NSW
▲	85	86	\$4,285,484	3.5%	27	0.0%	NSW
▼	86	73	\$4,283,713	-8.3%	47	-31.9%	WA
▲	87	106	\$4,282,157	27.8%	1	0.0%	QLD
▲	88	100	\$4,263,504	20.0%	8	0.0%	WA
▲	89	120	\$4,238,915	43.0%	20	-65.5%	QLD
▲	90	91	\$4,201,723	6.1%	17	-5.6%	NT

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	Rank 2011-12	Rank 2010-11	Income 2011-12	Change (%)	Employees 2011-12	Change (%)	State
▼	91	43	\$4,127,770	-47.1%	49	4.3%	NT
▲	92	93	\$4,126,357	5.9%	25	4.2%	QLD
▲	93	204	\$4,072,389	171.7%	0	-100.0%	NT
▼	94	85	\$4,024,980	-3.5%	15	25.0%	NT
▲	95	162	\$4,022,010	97.3%	26	36.8%	WA
▼	96	68	\$3,993,890	-23.6%	49	8.9%	VIC
▼	97	72	\$3,934,087	-15.8%	20	-77.3%	QLD
▲	98	138	\$3,920,636	54.5%	23	0.0%	WA
▲	99	253	\$3,898,111	261.2%	10	42.9%	NT
▲	100	105	\$3,887,474	15.3%	36	-7.7%	QLD
▼	101	79	\$3,881,022	-12.1%	38	52.0%	WA
▲	102	109	\$3,868,130	18.0%	34	41.7%	NT
▲	103	122	\$3,777,826	30.4%	21	-12.5%	WA
▲	104	306	\$3,746,181	418.8%	5	-54.5%	NT
▼	105	99	\$3,740,153	3.5%	41	0.0%	QLD
	106	N/R	\$3,718,341	N/C	0	N/C	NT
▼	107	80	\$3,716,515	-15.4%	101	0.0%	WA
▼	108	101	\$3,679,614	3.7%	13	8.3%	QLD
▲	109	123	\$3,679,467	27.2%	28	64.7%	NT
▲	110	484	\$3,672,894	1494.9%	1	0.0%	NT
▼	111	103	\$3,670,478	6.5%	8	-11.1%	NT
▲	112	118	\$3,668,939	21.9%	9	50.0%	NT
▼	113	104	\$3,664,876	7.6%	24	20.0%	WA
▼	114	83	\$3,661,966	-14.7%	11	0.0%	NT
▼	115	84	\$3,619,990	-15.0%	38	31.0%	SA
▼	116	60	\$3,525,463	-37.8%	27	58.8%	WA
▼	117	90	\$3,523,944	-11.5%	20	-37.5%	QLD
▼	118	94	\$3,509,903	-9.1%	22	175.0%	WA
▼	119	117	\$3,485,029	13.4%	5	-64.3%	NT
▲	120	181	\$3,410,385	83.9%	8	300.0%	NT
▼	121	115	\$3,375,678	6.8%	16	-15.8%	NT
▲	122	137	\$3,344,380	31.6%	25	47.1%	NT
▼	123	107	\$3,338,966	0.0%	28	-12.5%	WA
	124	N/D	\$3,323,350	-5.2%	0	0.0%	NT
▼	125	98	\$3,313,249	-8.5%	31	-6.1%	QLD
▼	126	114	\$3,297,135	4.2%	5	-28.6%	NT
▼	127	119	\$3,214,390	7.4%	22	0.0%	WA
▲	128	209	\$3,208,642	124.4%	19	N/C	WA
▼	129	128	\$3,188,450	15.8%	23	0.0%	QLD
▼	130	126	\$3,152,125	12.3%	83	10.7%	NT
▼	131	112	\$3,150,974	-3.3%	19	26.7%	WA
▼	132	108	\$3,143,929	-5.7%	6	0.0%	WA
▼	133	110	\$3,141,593	-4.2%	36	-10.0%	NSW
▲	134	173	\$3,100,398	60.0%	4	-20.0%	NT
▼	135	111	\$3,057,850	-6.4%	22	-4.3%	NSW
▼	136	125	\$3,028,644	5.7%	10	0.0%	NT

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	Rank 2011-12	Rank 2010-11	Income 2011-12	Change (%)	Employees 2011-12	Change (%)	State
▲	137	175	\$3,021,146	572%	5	400.0%	NT
	138	N/R	\$3,007,893	N/C	17	N/C	NT
■	139	139	\$2,958,721	16.7%	N/D	N/C	WA
▲	140	210	\$2,859,387	103.8%	87	38.1%	WA
▲	141	176	\$2,859,158	50.0%	18	5.9%	NT
▼	142	132	\$2,775,566	3.0%	6	N/C	NT
▼	143	133	\$2,713,925	1.2%	27	-6.9%	WA
▼	144	97	\$2,712,479	-26.3%	1	N/C	NT
▲	145	177	\$2,705,137	42.3%	14	16.7%	NSW
▼	146	116	\$2,667,088	-14.8%	38	58.3%	NT
▼	147	136	\$2,653,563	4.3%	6	20.0%	NT
▼	148	142	\$2,617,368	7.5%	22	0.0%	NSW
▲	149	213	\$2,604,964	97.6%	22	0.0%	WA
▲	150	174	\$2,602,000	34.7%	21	16.7%	VIC
▼	151	127	\$2,585,863	-6.9%	16	-5.9%	NT
▼	152	130	\$2,573,214	-5.9%	27	0.0%	VIC
▼	153	134	\$2,563,447	-2.6%	7	40.0%	NT
▼	154	135	\$2,535,323	-3.5%	39	5.4%	TAS
▼	155	150	\$2,526,178	13.2%	23	0.0%	NSW
▲	156	264	\$2,524,338	142.7%	25	-13.8%	QLD
▲	157	186	\$2,458,124	39.4%	2	-83.3%	WA
▲	158	178	\$2,454,597	29.2%	17	0.0%	WA
▲	159	171	\$2,441,259	23.9%	2	-60.0%	WA
▲	160	164	\$2,439,813	20.6%	19	0.0%	QLD
▼	161	158	\$2,435,797	18.0%	21	23.5%	QLD
	162	N/R	\$2,425,816	N/C	10	N/C	WA
▼	163	155	\$2,422,379	13.1%	27	17.4%	SA
▲	164	220	\$2,413,976	89.1%	18	800.0%	QLD
▼	165	141	\$2,398,661	-1.9%	28	21.7%	QLD
▲	166	172	\$2,395,463	22.7%	25	56.3%	NSW
▼	167	146	\$2,390,474	1.6%	10	0.0%	WA
▲	168	206	\$2,351,752	61.9%	6	100.0%	NT
	169	N/A	\$2,337,010	N/C	2	0.0%	NT
▼	170	152	\$2,285,710	4.9%	5	-50.0%	WA
	171	N/D	\$2,284,108	-13.2%	31	N/C	NT
▼	172	143	\$2,280,533	-5.9%	22	175.0%	NT
▼	173	149	\$2,273,925	1.7%	20	5.3%	QLD
▼	174	145	\$2,254,939	-4.9%	27	0.0%	QLD
▲	175	319	\$2,248,875	235.9%	4	0.0%	NT
▼	176	159	\$2,217,761	7.6%	6	0.0%	NT
▼	177	165	\$2,207,650	9.1%	33	32.0%	NT
▲	178	397	\$2,197,176	409.4%	5	66.7%	NT
▼	179	102	\$2,145,115	-39.4%	20	-4.8%	NT
▼	180	156	\$2,100,060	-0.6%	17	-41.4%	QLD
▲	181	197	\$2,095,266	35.7%	22	29.4%	WA
▼	182	169	\$2,092,822	4.9%	9	-71.0%	SA

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	Rank 2011–12	Rank 2010–11	Income 2011–12	Change (%)	Employees 2011–12	Change (%)	State
▲	183	327	\$2,080,964	219.8%	5	25.0%	NT
▼	184	157	\$2,042,601	-1.5%	13	0.0%	WA
▲	185	359	\$2,041,506	280.8%	4	100.0%	NT
▲	186	188	\$1,996,679	20.8%	8	0.0%	SA
▼	187	148	\$1,994,198	-11.2%	8	0.0%	NT
▲	188	195	\$1,992,251	28.5%	17	70.0%	NT
▲	189	258	\$1,965,129	83.0%	17	30.8%	QLD
▼	190	144	\$1,958,736	-18.0%	12	-20.0%	NT
	191	N/R	\$1,947,167	N/C	4	N/C	NT
▼	192	170	\$1,926,728	-3.1%	6	-40.0%	NT
	193	N/R	\$1,907,017	N/C	0	N/C	NT
▲	194	200	\$1,906,059	25.0%	10	25.0%	NT
▼	195	154	\$1,904,965	-11.4%	7	133.3%	NT
▼	196	190	\$1,879,592	15.4%	7	0.0%	WA
▼	197	185	\$1,840,679	3.0%	17	13.3%	NSW
	198	N/R	\$1,834,168	N/C	0	N/C	SA
▲	199	211	\$1,824,696	34.5%	9	28.6%	NSW
	200	N/D	\$1,812,711	43.7%	0	0.0%	NT
▼	201	167	\$1,811,890	-10.3%	5	25.0%	NT
▲	202	280	\$1,790,876	98.3%	8	33.3%	NT
	203	N/R	\$1,779,598	N/C	0	N/C	NT
▼	204	163	\$1,755,983	-13.4%	13	-13.3%	NSW
	205	N/D	\$1,747,698	36.3%	2	N/C	WA
▼	206	198	\$1,740,326	12.8%	9	-65.4%	ACT
▼	207	166	\$1,719,288	-15.0%	36	71.4%	QLD
▲	208	237	\$1,719,246	48.4%	17	-22.7%	QLD
▲	209	248	\$1,706,636	54.1%	20	25.0%	QLD
▲	210	243	\$1,680,853	49.0%	15	0.0%	NT
▼	211	193	\$1,662,970	4.7%	21	5.0%	QLD
	212	N/R	\$1,656,466	N/C	5	N/C	NT
	213	N/D	\$1,654,318	75.7%	13	N/C	WA
▼	214	189	\$1,641,905	-0.7%	N/D	N/C	WA
▼	215	182	\$1,624,725	-11.7%	13	8.3%	WA
▲	216	229	\$1,620,467	32.6%	14	16.7%	NSW
	217	N/R	\$1,608,331	N/C	0	0.0%	NT
▼	218	168	\$1,605,297	-20.4%	4	33.3%	NT
▼	219	184	\$1,600,400	-11.2%	6	0.0%	NT
▲	220	296	\$1,600,018	98.4%	10	0.0%	QLD
▼	221	95	\$1,593,932	-57.4%	13	8.3%	NT
▼	222	147	\$1,591,802	-30.8%	11	10.0%	NT
▲	223	268	\$1,589,255	59.6%	3	0.0%	NT
▼	224	208	\$1,550,335	7.4%	30	-3.2%	TAS
▼	225	216	\$1,499,934	15.9%	17	-19.0%	NSW
▲	226	408	\$1,495,103	266.5%	5	0.0%	NT
▲	227	261	\$1,487,061	39.8%	10	400.0%	WA
▼	228	196	\$1,484,335	-4.1%	9	0.0%	WA

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	Rank 2011-12	Rank 2010-11	Income 2011-12	Change (%)	Employees 2011-12	Change (%)	State
▼	229	113	\$1,481,088	-53.4%	5	0.0%	NT
▼	230	129	\$1,479,861	-46.2%	35	-12.5%	NSW
▼	231	179	\$1,441,831	-22.6%	10	11.1%	WA
▼	232	161	\$1,431,122	-30.0%	25	177.8%	VIC
▼	233	227	\$1,429,490	15.9%	5	0.0%	NT
▼	234	223	\$1,400,315	11.0%	4	0.0%	NT
	235	N/R	\$1,389,739	N/C	8	N/C	NT
▲	236	238	\$1,384,786	20.7%	24	0.0%	QLD
▲	237	256	\$1,371,096	27.5%	11	-8.3%	QLD
▲	238	270	\$1,366,983	40.1%	8	-33.3%	VIC
▲	239	345	\$1,347,860	133.3%	0	N/C	NT
▼	240	160	\$1,339,436	-35.0%	7	40.0%	WA
▲	241	244	\$1,339,084	19.2%	16	-36.0%	QLD
▲	242	274	\$1,338,092	43.3%	5	-54.5%	NT
▼	243	217	\$1,337,529	3.3%	21	-32.3%	QLD
▲	244	259	\$1,330,287	24.2%	20	42.9%	NSW
▼	245	192	\$1,317,307	-18.9%	18	50.0%	WA
▲	246	252	\$1,312,716	21.4%	11	0.0%	NT
▼	247	212	\$1,298,854	-3.7%	17	30.8%	NSW
▲	248	272	\$1,290,135	37.3%	7	40.0%	NT
▼	249	201	\$1,277,659	-16.1%	12	-20.0%	WA
▼	250	242	\$1,276,989	11.9%	28	12.0%	QLD
▲	251	291	\$1,272,873	47.7%	6	0.0%	VIC
▼	252	226	\$1,271,914	3.0%	20	-20.0%	QLD
▼	253	203	\$1,269,573	-15.5%	9	-30.8%	NT
	254	N/A	\$1,255,286	601.0%	15	36.4%	SA
▼	255	233	\$1,248,401	5.0%	9	-18.2%	NT
▲	256	262	\$1,233,526	17.0%	13	30.0%	VIC
	257	N/D	\$1,230,091	-9.0%	7	-22.2%	WA
	258	N/D	\$1,226,472	50.9%	8	0.0%	WA
▼	259	230	\$1,226,148	0.4%	19	-5.0%	WA
▲	260	273	\$1,215,799	29.8%	3	-25.0%	NT
▼	261	199	\$1,213,036	-21.0%	20	100%	NT
▼	262	235	\$1,209,571	2.5%	19	-34.5%	NSW
▼	263	221	\$1,206,285	-5.4%	9	0.0%	WA
▼	264	207	\$1,199,282	-17.2%	N/D	N/C	WA
▼	265	234	\$1,188,192	0.3%	12	9.1%	WA
▼	266	246	\$1,186,265	6.2%	11	-79.6%	NSW
	267	N/D	\$1,183,426	0.1%	0	0.0%	NT
▼	268	225	\$1,180,070	-5.7%	2	0.0%	WA
▼	269	191	\$1,171,463	-28.0%	5	25.0%	SA
▼	270	255	\$1,170,408	8.8%	8	0.0%	NSW
▼	271	236	\$1,169,873	-0.7%	9	-10.0%	QLD
▲	272	287	\$1,166,562	33.4%	10	-9.1%	QLD
▼	273	75	\$1,164,363	-74.9%	2	0.0%	NT
▼	274	153	\$1,152,766	-46.6%	16	-60.0%	NSW

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▼	275	251	\$1,147,666	5.1%	15	-6.3%	WA
▼	276	187	\$1,139,948	-31.7%	5	0.0%	NT
▲	277	316	\$1,138,341	68.0%	13	62.5%	NSW
▼	278	222	\$1,129,469	-11.1%	3	0.0%	NT
▼	279	232	\$1,105,895	-7.1%	12	33.3%	WA
▼	280	239	\$1,097,371	-4.2%	6	-14.3%	QLD
	281	N/A	\$1,089,314	688.5%	1	100.0%	QLD
▼	282	247	\$1,088,391	-2.0%	21	23.5%	QLD
▼	283	275	\$1,080,802	17.1%	5	-37.5%	NT
▲	284	349	\$1,078,236	92.6%	7	40.0%	NSW
▲	285	286	\$1,075,199	22.7%	0	0.0%	NT
▲	286	302	\$1,071,296	42.8%	12	0.0%	WA
▼	287	266	\$1,052,201	1.8%	15	15.4%	NSW
▼	288	245	\$1,031,238	-7.9%	15	0.0%	NSW
▼	289	260	\$1,028,395	-3.8%	11	10.0%	WA
▼	290	124	\$1,019,543	-64.6%	7	250.0%	WA
▼	291	263	\$1,001,127	-4.9%	10	-23.1%	WA
▼	292	265	\$992,126	-4.2%	11	37.5%	NT
▼	293	269	\$970,950	-1.1%	23	27.8%	WA
▲	294	295	\$970,763	18.7%	7	-12.5%	NT
▼	295	277	\$965,808	5.9%	6	20.0%	NSW
▲	296	299	\$953,605	25.2%	4	33.3%	NT
▼	297	240	\$950,300	-16.9%	0	-100.0%	NT
▼	298	215	\$943,883	-27.3%	12	20.0%	VIC
▼	299	131	\$943,397	-65.0%	5	150.0%	VIC
▼	300	282	\$930,601	3.5%	10	0.0%	QLD
▼	301	284	\$916,653	2.5%	1	0.0%	NT
▼	302	279	\$915,257	0.9%	5	-28.6%	NT
▲	303	310	\$906,018	30.5%	1	-66.6%	WA
▼	304	267	\$881,600	-12.0%	8	14.3%	WA
▲	305	342	\$879,909	48.6%	9	50.0%	WA
	306	N/A	\$872,938	787.1%	9	350.0%	NT
▼	307	249	\$869,780	-21.1%	14	100.0%	QLD
▼	308	285	\$867,743	-1.2%	31	3.3%	WA
▼	309	292	\$867,002	0.7%	5	-37.5%	QLD
▲	310	351	\$866,258	55.1%	4	100.0%	NSW
▼	311	219	\$856,204	-33.3%	4	-42.9%	QLD
▼	312	214	\$855,355	-34.9%	7	40.0%	QLD
▲	313	363	\$845,216	63.0%	2	100.0%	NT
	314	N/D	\$844,935	22.6%	0	0.0%	SA
▲	315	387	\$844,255	86.0%	3	-25.0%	NT
▲	316	337	\$843,612	37.2%	47	20.5%	QLD
▲	317	346	\$839,623	47.4%	7	-22.2%	QLD
▼	318	254	\$837,739	-22.3%	3	50.0%	TAS
▼	319	276	\$834,301	-8.6%	11	57.1%	QLD
▼	320	257	\$818,517	-23.9%	0	0.0%	NT

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Rank 2011-12	Rank 2010-11	Income 2011-12	Change (%)	Employees 2011-12	Change (%)	State	
	321	N/D	\$816,927	N/C	3	-25.0%	QLD
▲	322	362	\$813,068	55.3%	0	0.0%	SA
▼	323	308	\$810,649	15.6%	5	0.0%	NT
▼	324	314	\$807,396	18.6%	18	12.5%	NSW
	325	N/D	\$806,050	N/C	0	0.0%	QLD
▲	326	451	\$805,474	158.6%	1	0.0%	WA
▼	327	289	\$796,395	-8.5%	4	-20.0%	QLD
	328	N/D	\$792,000	-11.1%	9	-35.7%	WA
■	329	329	\$790,562	23.6%	5	-66.7%	NT
▼	330	281	\$783,878	-13.1%	2	100.0%	WA
▼	331	283	\$782,607	-12.7%	13	0.0%	QLD
▼	332	305	\$773,374	5.4%	6	0.0%	WA
▼	333	297	\$763,825	-2.3%	10	-16.7%	VIC
▼	334	231	\$757,256	-37.7%	6	-33.3%	NT
▲	335	336	\$751,578	21.9%	1	0.0%	WA
▼	336	294	\$751,142	-8.3%	10	0.0%	QLD
▲	337	339	\$749,995	23.9%	16	-5.9%	NSW
▲	338	357	\$742,133	36.5%	6	-14.3%	QLD
▼	339	309	\$731,726	5.0%	17	13.3%	VIC
▼	340	288	\$730,695	-16.4%	7	16.7%	NSW
▼	341	301	\$729,786	-3.1%	9	0.0%	QLD
▼	342	341	\$729,151	21.7%	18	0.0%	QLD
▲	343	480	\$711,826	186.9%	10	N/C	QLD
▲	344	394	\$704,053	60.6%	0	-100.0%	WA
▼	345	278	\$699,914	-23.0%	2	-71.4%	QLD
▼	346	311	\$692,931	0.2%	11	0.0%	QLD
▼	347	324	\$688,658	5.4%	2	0.0%	NT
▼	348	293	\$681,234	-19.5%	6	0.0%	NT
▼	349	331	\$679,700	6.9%	5	-50.0%	SA
▼	350	303	\$678,058	-8.8%	10	-23.1%	NSW
▼	351	323	\$674,589	2.3%	15	7.1%	NSW
▲	352	430	\$664,613	84.3%	1	-50.0%	WA
▼	353	290	\$663,986	-23.5%	10	-16.7%	NSW
▼	354	183	\$654,119	-64.4%	N/D	N/C	QLD
▼	355	326	\$652,514	0.0%	6	20.0%	NT
	356	N/R	\$649,137	N/C	9	N/C	NT
▼	357	205	\$648,108	-55.7%	120	42.9%	QLD
▼	358	315	\$647,515	-4.6%	8	-27.3%	TAS
▼	359	356	\$645,815	17.6%	5	66.7%	NT
▼	360	334	\$637,606	3.0%	9	-10.0%	NSW
▼	361	348	\$631,794	12.4%	1	N/C	NT
▼	362	350	\$627,489	12.3%	2	0.0%	QLD
▼	363	322	\$626,951	-5.5%	10	100.0%	NSW
	364	N/D	\$624,503	14.6%	1	N/C	NT
▼	365	358	\$624,255	15.7%	6	-25.0%	WA
▼	366	355	\$620,363	12.8%	10	0.0%	NSW

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	Rank 2011-12	Rank 2010-11	Income 2011-12	Change (%)	Employees 2011-12	Change (%)	State
▼	367	333	\$616,503	-1.1%	11	-8.3%	NSW
▼	368	307	\$614,405	-13.3%	6	-45.5%	NT
	369	N/D	\$604,243	-1.8%	13	N/C	NSW
	370	N/A	\$604,196	4547.7%	3	N/C	QLD
▼	371	312	\$597,383	-13.5%	2	-33.3%	WA
▲	372	373	\$590,409	20.6%	6	50.0%	NSW
	373	N/R	\$588,624	N/C	7	N/C	NT
	374	N/R	\$587,666	N/C	1	N/C	QLD
▼	375	360	\$587,143	9.7%	5	-37.5%	QLD
▲	376	381	\$584,529	23.9%	12	0.0%	QLD
▼	377	354	\$576,401	3.9%	8	-46.7%	NT
▼	378	352	\$574,107	2.9%	8	N/C	NSW
▼	379	335	\$571,999	-7.3%	13	18.2%	WA
▼	380	325	\$569,425	-12.7%	4	0.0%	WA
▼	381	367	\$567,273	13.5%	12	500.0%	QLD
▲	382	384	\$565,406	23.2%	5	0.0%	NT
▼	383	368	\$560,067	13.0%	7	16.7%	NSW
▼	384	330	\$557,461	-12.4%	8	0.0%	NT
▼	385	338	\$549,944	-10.2%	10	100.0%	WA
▲	386	396	\$543,707	25.6%	6	20.0%	NT
▲	387	456	\$541,779	80.6%	0	0.0%	NSW
▼	388	385	\$529,954	16.3%	6	-14.3%	NT
▼	389	347	\$529,563	-6.4%	4	0.0%	NT
▼	390	317	\$527,748	-22.1%	0	0.0%	QLD
▼	391	250	\$522,027	-52.6%	0	0.0%	WA
▼	392	372	\$516,621	5.1%	2	-86.7%	NT
▲	393	479	\$512,586	104.8%	8	100.0%	NT
▼	394	391	\$509,387	14.7%	3	50.0%	WA
▲	395	399	\$506,382	19.3%	3	50.0%	NT
▼	396	389	\$504,611	12.8%	3	0.0%	WA
	397	N/R	\$502,473	N/C	0	N/C	QLD
▲	398	428	\$502,346	37.7%	8	14.3%	QLD
▼	399	344	\$501,819	-13.2%	6	0.0%	NT
▼	400	304	\$501,403	-31.9%	2	100.0%	WA
▼	401	353	\$498,052	-10.7%	2	-50.0%	WA
▼	402	318	\$489,269	-27.6%	9	12.5%	NT
▼	403	376	\$486,923	1.2%	10	0.0%	QLD
▼	404	378	\$481,387	1.4%	9	125.0%	NSW
▼	405	328	\$480,886	-25.6%	6	-14.3%	NT
▼	406	374	\$478,674	-1.2%	3	-40.0%	NT
▲	407	434	\$477,930	37.4%	5	0.0%	QLD
▼	408	369	\$475,222	-4.1%	1	-50.0%	QLD
	409	N/R	\$472,476	N/C	5	N/C	NT
▼	410	375	\$457,323	-5.6%	4	0.0%	NSW
▼	411	386	\$457,209	0.6%	0	0.0%	NT
▼	412	401	\$456,967	8.4%	3	0.0%	VIC

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	Rank 2011–12	Rank 2010–11	Income 2011–12	Change (%)	Employees 2011–12	Change (%)	State
▲	413	464	\$456,882	69.2%	3	N/C	WA
▲	414	436	\$456,304	33.2%	3	50.0%	QLD
▼	415	400	\$453,017	6.9%	5	0.0%	QLD
▼	416	383	\$448,825	-2.8%	6	0.0%	WA
▼	417	406	\$448,553	9.4%	3	N/C	NSW
▼	418	414	\$440,834	11.6%	9	50.0%	ACT
▼	419	194	\$440,021	-71.7%	1	-90.0%	NSW
	420	N/D	\$425,517	N/C	9	0.0%	NT
	421	N/A	\$424,400	233.2%	7	N/C	WA
	422	N/R	\$418,749	N/C	8	N/C	NT
▼	423	380	\$417,923	-11.7%	5	-50.0%	WA
▲	424	457	\$417,638	39.8%	5	-16.7%	QLD
▼	425	423	\$410,117	6.4%	5	0.0%	QLD
▼	426	410	\$409,850	1.5%	2	N/C	WA
▼	427	420	\$409,293	5.7%	4	-20.0%	QLD
▼	428	395	\$409,051	-6.2%	1	-66.7%	VIC
▼	429	241	\$407,469	-64.3%	10	-56.5%	QLD
▼	430	426	\$407,206	9.8%	6	-25.0%	NT
▲	431	438	\$406,385	21.1%	3	0.0%	QLD
▲	432	466	\$405,491	50.9%	8	0.0%	NT
	433	N/A	\$404,888	197.5%	1	0.0%	QLD
▼	434	405	\$404,110	-1.8%	0	-100.0%	WA
▲	435	450	\$403,380	28.6%	3	200.0%	NSW
▼	436	393	\$402,134	-8.6%	4	-33.3%	NT
▼	437	417	\$401,958	2.5%	6	0.0%	QLD
▼	438	412	\$400,557	0.1%	0	0.0%	WA
▼	439	425	\$400,331	4.3%	6	20.0%	QLD
▼	440	228	\$399,992	-67.4%	3	-66.7%	TAS
	441	N/A	\$397,320	889.4%	1	-90.9%	QLD
▼	442	370	\$395,651	-20.1%	6	0.0%	WA
▲	443	483	\$394,847	64.7%	1	-66.7%	WA
▲	444	470	\$391,439	51.2%	4	-20.0%	QLD
▼	445	443	\$380,227	16.7%	1	0.0%	QLD
▼	446	382	\$379,154	-17.9%	5	0.0%	QLD
▼	447	298	\$377,745	-51.3%	4	-50.0%	WA
▼	448	433	\$375,502	7.0%	5	150.0%	NT
	449	N/D	\$373,175	13.0%	7	0.0%	NSW
▼	450	392	\$370,519	-16.3%	6	-25.0%	NSW
▼	451	432	\$366,166	3.9%	6	20.0%	WA
▼	452	340	\$366,163	-39.1%	4	-20.0%	WA
▼	453	402	\$362,451	-13.3%	5	-16.7%	WA
	454	N/D	\$362,249	-44.1%	1	N/C	TAS
▲	455	458	\$360,522	25.1%	8	33.3%	NSW
▼	456	447	\$358,343	12.6%	12	0.00%	WA
▼	457	444	\$353,444	8.6%	1	0.0%	SA
▲	458	463	\$348,296	29.0%	0	0.0%	SA

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Rank 2011-12	Rank 2010-11	Income 2011-12	Change (%)	Employees 2011-12	Change (%)	State
459	N/A	\$348,182	113.9%	0	N/C	WA
▼ 460	446	\$342,888	7.4%	2	0.0%	NSW
▼ 461	437	\$342,586	1.1%	1	-50.0%	QLD
▼ 462	332	\$339,279	-46.0%	6	-25.0%	NSW
463	N/A	\$337,142	123.8%	10	150.0%	NSW
464	N/A	\$334,886	110.1%	2	0.0%	QLD
465	N/A	\$332,909	1564.5%	2	0.0%	NT
▲ 466	472	\$332,378	30.7%	3	0.0%	NT
▼ 467	442	\$332,323	1.9%	7	40.0%	NSW
▼ 468	429	\$332,095	-8.9%	4	0.0%	WA
▼ 469	366	\$330,826	-35.0%	1	0.0%	NT
470	N/D	\$329,139	-15.3%	0	0.0%	NT
▼ 471	36	\$328,050	-96.1%	1	-96.4%	WA
▼ 472	422	\$326,846	-15.3%	5	66.7%	QLD
▼ 473	419	\$326,125	-16.3%	3	0.0%	ACT
▼ 474	469	\$323,878	23.7%	4	0.0%	QLD
▼ 475	448	\$323,399	2.1%	1	N/C	WA
▼ 476	441	\$322,680	-2.2%	2	0.0%	TAS
477	N/D	\$317,883	N/C	17	N/C	QLD
▼ 478	424	\$317,787	-17.5%	3	-25.0%	NT
479	N/A	\$315,572	1309.1%	8	N/C	NSW
▼ 480	435	\$309,885	-10.3%	3	0.0%	NSW
▼ 481	453	\$308,202	0.4%	0	0.0%	NSW
▼ 482	452	\$302,488	-2.6%	7	0.0%	QLD
▲ 483	500	\$299,997	59.2%	1	0.0%	NT
484	N/D	\$297,087	-1.9%	8	0.0%	NSW
▼ 485	403	\$295,090	-28.7%	7	0.0%	QLD
▼ 486	454	\$292,315	-3.4%	7	-30.0%	VIC
▼ 487	461	\$288,824	4.0%	5	25.0%	QLD
▼ 488	390	\$287,106	-35.5%	4	100.0%	NSW
▼ 489	431	\$286,018	-19.4%	2	100.0%	NSW
▲ 490	498	\$285,471	48.8%	3	0.0%	WA
▼ 491	449	\$279,826	-11.1%	3	200.0%	QLD
▼ 492	427	\$279,665	-23.8%	3	0.0%	NT
493	N/A	\$278,581	166.3%	1	-83.3%	QLD
494	N/D	\$278,149	N/C	5	N/C	NSW
495	N/A	\$275,395	870%	3	0.0%	NT
496	N/A	\$275,229	787.8%	0	0.0%	NSW
▼ 497	321	\$273,532	-58.8%	2	-77.8%	WA
▼ 498	388	\$270,725	-40.3%	1	-97.2%	NSW
▼ 499	471	\$270,163	5.3%	11	-15.4%	NSW
▼ 500	409	\$265,692	-34.4%	6	N/C	NSW

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