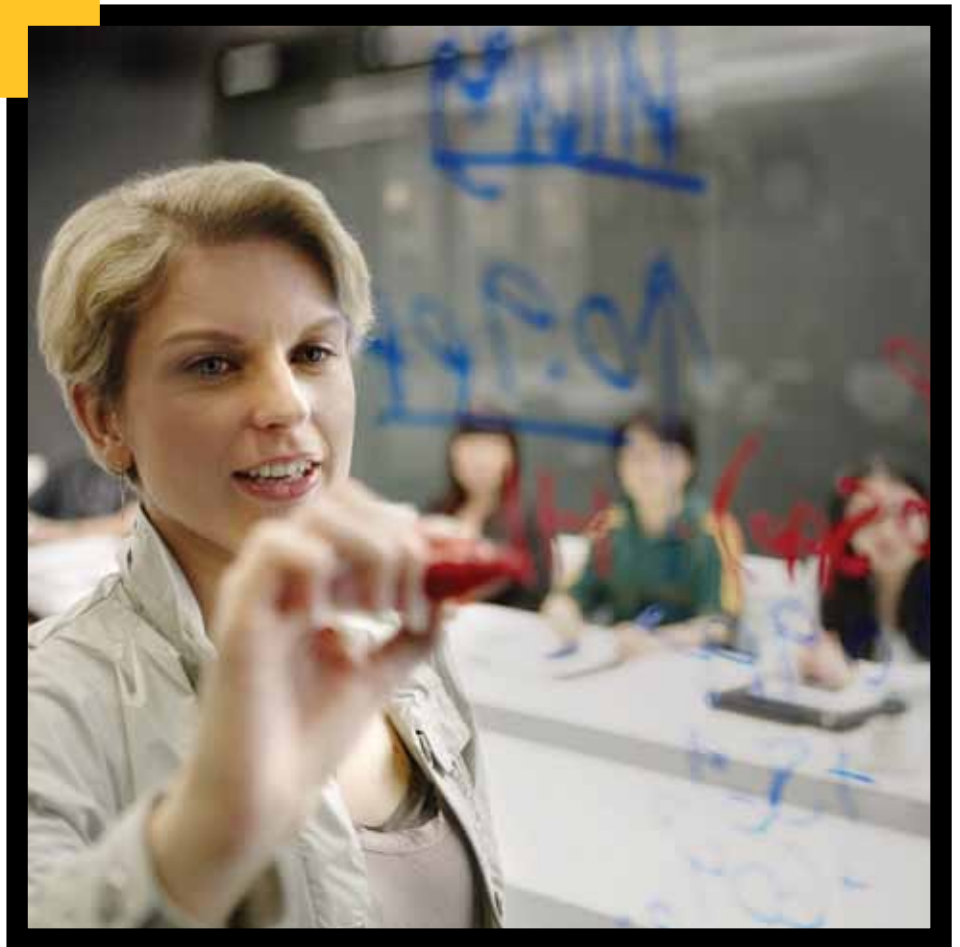


Sustainability Report 2009



transparency

forward thinking

CSR vision: To draw upon CPA Australia's core strengths to become a leading advocate of corporate social responsibility.

About CPA Australia

CPA Australia is one of the world's largest accounting bodies. Our brand and our market is global. On 31 December 2009, we had 128,995 members working in 110 countries, up from 122,000 in 100 countries in 2008. We have operations in chosen markets throughout the world.

We can trace our origins back to 1886. Throughout our history, we have anticipated and embraced change to better serve the needs of our members and their employers, as well as the community.

Knowledge – of how to lead, of how to do things – is a valuable asset, one that we deliver to members and facilitate exchange between members.

Our focus on strategy, leadership and international business is what sets us apart from other similar bodies and provides our members with a competitive advantage in the global marketplace.

About this report


In the interests of the environment, this report has been developed to be read online. The content is layered so that readers requiring more detail can click through to access additional information.

Our sustainability report is produced annually. This report is our second and is complementary to our annual report and covers the financial year January to December 2009. Our 2008 sustainability report was the first in the world produced by a professional accounting body to be independently assured and also checked by the Global Reporting Initiative (GRI).

GRI Application Level

The CPA Australia 2009 Sustainability Report has been prepared using the GRI G3 Guidelines. It seeks to present a balanced report of our organisation's economic, environmental and social performance.

The GRI Application Level grid (below) indicates that CPA Australia has reported to the GRI's Application Level C+. The 'C' signifies that we have chosen to report on a minimum of 10 performance indicators, including at least one from each of social, economic and environment, while the + sign signifies confirmation of our self-declaration through an external assessment by an independent third party. We will also ask the GRI to check our application level.

		2009 In Accordance					
		C	C+	B	B+	A	A+
Mandatory	Self Declared		<input checked="" type="checkbox"/>				
	Third Party Checked		<input checked="" type="checkbox"/>				
Optional	GRI Checked						



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CPA Australia values your feedback on this report and enquiries about its CSR policies and practices. Contact csr@cpaaustralia.com.au For more information about GRI application levels, visit www.globalreporting.org

Cover image: *Melissa Claassen CPA, CFO adidas Group Hong Kong and Taiwan, makes the numbers clear to her team.*

csr highlights

Working with members and the profession

- + Through our *Corporate Reporting Pulse* research, obtaining perspectives from the international investment community on a range of sustainability reporting issues to help us determine the role that accountants can play in addressing them
- + Further researching employers and members awareness and understanding of sustainability reporting to enable us to determine the most appropriate type of professional development training to offer.

Growing as an environmentally, socially, and ethically responsible organisation

- + Becoming a signatory to the *UN Global Compact*, the world's largest voluntary corporate citizenship initiative, which is both a policy platform and practical framework for companies that are committed to sustainability and responsible business practices (see www.unglobalcompact.org)
- + Becoming a member of *Accounting for Sustainability*, a UK based grouping of accounting bodies established under the auspices of HRH the Prince of Wales' Charities which aims to achieve a common accounting approach to sustainability in collaboration with industry. We are taking part in the development of practical tools to enable environmental and social performance to be better connected with strategy and financial performance, and embedded into day-to-day operations and decision making (see www.accountingforsustainability.org)
- + Calculating our greenhouse gas emissions
- + With a move to our environmentally friendly corporate office in Melbourne and our office in Adelaide, staff have been making sure that, as a premier global brand, we walk the talk and show leadership when it comes to sustainability.

Supporting the community

- + Developing strategic partnerships in education and financial literacy
 - Raising awareness among members and employees of the work of *Room to Read*, the President's charity, which aims to improve literacy for five million children by the end of 2010
 - Improving the lives of disadvantaged youth through our partnership with *Mission Australia* to deliver financial literacy training via their youth services programs
- + Continuing to provide volunteer leave for employees to participate in community activities.

Awards

- + Business of the Year award.

In Malaysia, CPA Australia has been recognised by the Malaysia Australia Business Council (MABC) for outstanding achievements in relation to organisational management, market performance, innovation and corporate social responsibility.

The awards are open to MABC members and are designed to recognise and encourage the highest quality performance and share information on successful business strategies and achievements.

The award was presented to CPA Australia on 23 October 2009 by Senator Datuk Seri Idris Jala, Minister in the Prime Minister's department, at a ceremony attended by 600 people from the Malaysian-Australian business community.

Your guide to this report

Management approach and GRI performance indicators

Basis for compiling

This report is structured around key components of CPA Australia's 2009 -11 corporate plan; environmental, social and governance (ESG) business drivers; and the three pillars of the CSR strategy:

- + the profession – building the professional capacity of our members in the technical aspects of CSR
- + the organisation – ensuring CPA Australia adopts sustainable and responsible practices
- + the community – supporting local communities, strategic not-for-profit partners and charities. Financial literacy and education are the main focus of our community pillar.

Our CSR strategy involves phasing in initiatives that deliver relevant, practical outcomes to our members, our organisation and the communities in which we operate over the three years 2008-10.

Determining materiality

CPA Australia has sought to identify topics and GRI performance indicators which reflect the most significant elements of our economic, environmental and social impacts, and which form the basis for describing management approaches. The selection of indicators arose out of management's assessment of areas of corporate performance that are potentially significant sources for improvement and impact, and are anticipated to be of concern to stakeholders based on internal workshops conducted late in 2007 and early in 2008 and from further independently facilitated review in 2009.

Prioritising topics and selecting indicators

Following the production of our 2008 sustainability report, an independent, external company was engaged to conduct stakeholder research on various aspects of the report with members, employees and individuals with recognised expertise in sustainability reporting. Management reviewed the research findings and re-assessed the suitability of the performance indicators that CPA Australia had selected to report upon. This exercise was again based on materiality, how representative/reflective the indicators were of CPA Australia's activities, stakeholder expectations, the practicalities of capturing information and reporting, and the suitability of the indicator feeding into management decision making.

The assessment resulted in the original choice of indicators being reconfirmed, with three additional indicators relating to our labour practices and one additional environmental indicator being adopted.

Three of the 17 indicators are based on anti-corruption measures, reflecting CPA Australia's strong belief in ethics and corporate governance that are integral to our membership.

Several other indicators pertain to *Risks and opportunities due to climate change* as these are a key focus for our organisation and of the policy and advocacy statements we make on behalf of members and in the public interest.

Boundary of report

This report covers the activities of CPA Australia Ltd and our controlled entities and is inclusive of all our employees' office locations in Australia, the Asia-Pacific and Europe. There are no identified material exclusions from this report. The basis for reporting on joint ventures, subsidiaries, leased facilities and outsourced operations is that dictated by CPA Australia's accounting policies, as applied to the preparation of our financial statements.

Index of GRI performance indicators

Economic		Page
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CEO statement

Tackling sustainability and climate change are two of the most pressing issues confronting the present and future generations.

Sustainability is about meeting the needs of the present without compromising the ability of future generations to meet their own needs. It's about respecting resources and changing behaviour. It's about moving mindsets - so often attuned to the financial year or the three-year corporate plan, to the long term, and asking ourselves the question 'can we (or should we) go on as we are?'

In 2009, we often asked ourselves this question to help identify the key internal and external drivers that shape our sustainability and corporate social responsibility agenda. We have done this for each of the three pillars of our CSR strategy - the profession, the organisation and the community.

The profession

With regard to the profession, we have identified four inter-related components:

- + advocacy
- + thought leadership
- + leading business and
- + skilling the profession.

We are operating within a complex competitive, regulatory and economic environment that creates major drivers to which we must respond - proactively or reactively. The better we are at anticipating these drivers, the better we are positioned to service our members' needs and to serve the wider community interest.

Advocacy

CPA Australia's advocacy activities are focused on policymakers - governments, their departments, agencies and various advisory mechanisms - who set the context within which business functions and within which we regard accountants as key professionals.

The Australian Government's proposal to introduce an emissions trading scheme, called a Carbon Pollution Reduction Scheme (CPRS), was a major issue for business and the profession in 2009. So we undertook to inform members about the CPRS and to advocate on behalf of members on various aspects of the CPRS. We focused our advocacy activities on how reported greenhouse gas emissions are to

be assured and by whom (for both the proposed CPRS and the related National Greenhouse Energy Reporting System) and the taxation issues the CPRS raised. We sought to inform members about the CPRS through a variety of mediums including publishing guides on our website, articles in our member magazine INTHEBLACK and a conference on the business implications of climate change which focused on the CPRS.

Many facets of accounting practice are guided by codes of ethical conduct and an overarching requirement to act in the public interest - themes which are directly reflected in our advocacy activities. From a CSR perspective, the driver of regulatory reform to which our advocacy efforts have been directed has been corporate misconduct.

In 2009, Australian law reform instruments, such as the Corporations and Markets Advisory Committee and the Productivity Commission, were called upon to investigate and recommend on major aspects of market conduct and corporate behaviour. Internationally, the global financial crisis generated heightened concerns around the operation of markets and the proper recognition and bearing of risk. Developments like these shaped CPA Australia's positioning with policymakers in debates around corporate ethics, directors' duties and non-financial disclosure.

Thought leadership

CPA Australia's thought leadership includes technical issues and addresses wider concerns around the proper conduct and purpose of business and economic activity. We commission academic research to help promote informed debate within the business community.

In the academic world, interest in sustainability has become mainstream, with many leading Australian universities now operating cross-functional research centres. CPA Australia increasingly engages with the academic community to obtain insights into transforming business through the development of applied research. Our focus in 2009 and beyond is on promoting understanding and informed debate around critical issues such as the business implications of climate change.

Internationally, efforts are being made to develop understanding of ecological and biodiversity measurement methodologies. A key element of our thought leadership in the future will be developing perspectives on how these methodologies influence financial and non-financial disclosure.

Leading business

I often refer to our members as strategic resource managers. Accountants can lead business by helping to determine allocation of resources and can be informed agents of change. Critical factors to business survival are its ability to adjust to resource constraint, to the pricing of what were formerly economic externalities and to a renewed focus on the social licence to operate. I believe it is vital that the accounting profession is actively engaged in the transformation of business by taking these into account.

Skilling the profession

Changes in the global economic environment have consequences for accountants' professional education and how they operate within their organisations on a day-to-day basis. To assist our members become appropriately skilled, we have ensured sustainability is fully integrated within our revised CPA Program and the continuing professional development we offer through Congress and other events.

Organisation

With regard to developing our organisational capability in sustainability, we based our strategy on three business drivers: environmental, social and governance (ESG).

When producing our first sustainability report in 2008, we gave an undertaking to continue embedding corporate social responsibility into the organisational framework of CPA Australia. Accordingly, we developed work plans for 2009 to ensure we were able to respond fully, or at least in part, to each of the GRI indicators we had selected.

Challenges along the way have led to much self-diagnosis. We have reflected on our role as a leading professional accounting body in the wider world, and asked ourselves where we fit, and where our energies are best deployed for maximum benefit in the context of sustainability. We are still debating the answers to these questions, and have not yet set ourselves specific targets to achieve. Going down the road of sustainability reporting is an iterative process. We are learning and sharing our learning with our members as we go.

To ensure matters of balance, materiality and comparability have been addressed in this report, a draft was reviewed by senior management then by our Audit and Risk Committee prior to the report going to the Board for endorsement.

Key events

During 2009, we became a signatory to the UN Global Compact, continued our active stakeholder involvement with the GRI hub in the region, and joined *Accounting for Sustainability*, a UK based grouping of accounting bodies which aims to achieve a common accounting approach to sustainability through collaboration with industry.

Environmental factors were taken into account when relocating our corporate headquarters in Melbourne. Our new premises have a four star green rating which reflects our commitment to sustainable business practices. The new offices we have chosen for our Adelaide operations are also environmentally friendly.

Community

With regard to the community, we have continued to base our choice of strategic partners on need for education and financial literacy, as these inter-related components are core to our business.

In 2009, *Room to Read* was selected as the President's charity. *Room to Read* is a not-for-profit organisation based on the belief that education is crucial to breaking the cycle of poverty in the developing world. In collaboration with local communities, partner organisations and governments, it develops literacy skills in

primary school children, and supports girls to complete secondary school with the relevant life skills to succeed in school and beyond.

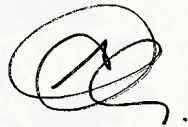
As part of developing our team culture and reinforcing the desire to care for the communities in which we live and work, we continued to provide our staff with two days annual volunteer leave.

In Victoria, many employees chose to help communities ravaged by deadly bushfires. CPA Australia staff and members also compiled a financial information pack in conjunction with the Victorian Bushfire Reconstruction and Recovery Authority to assist those impacted by the bushfires.

In Queensland, CPA Australia in conjunction with the Queensland Rural Adjustment Authority produced a kit summarising the financial support available to flood- and storm-affected farmers and small businesses.

In conclusion

Sustainability and CSR practices are being viewed less as discretionary or a cost burden and more as a vital source of competitive advantage, important to business survival. The notion of sustainability clearly points to the need for business decision making to be based on criteria additional to traditional financial measures. Our members, and our organisation, have an opportunity to lead by example.



Alex Malley FCPA
Chief Executive Officer



Profession

Financial implications and other risks and opportunities for the organisation's activities due to climate change (EC2)

Public policy positions and participation in public policy development and lobbying (SO5)

Risks and opportunities for CPA Australia due to climate change (EC2)

CPA Australia regards climate change as a key social, environmental and economic issue, and the objective of our climate change activities is to make a contribution towards a responsible and sustainable society.

We are committed to assisting our members, as resource managers, help find long-term solutions to climate change and to making a positive contribution ourselves.

Climate change is relevant to CPA Australia in its dual role as an international professional accounting body and as a continuing business entity. During the process of compiling last year's sustainability report, it was identified as an issue that CPA Australia would consider and report upon in 2009.

The approach to climate change that we have developed is commensurate with our internal capacity and capability. CPA Australia does not significantly pollute air, land or water, and does not engage in primary production, extractive industries or construction. We are engaged in the tertiary industry sector through the provision of technical and continuing educational services. We occupy leased and owned buildings in cities in Australia and internationally.

From a risk management perspective, we are mindful of the potential dangers of misrepresentation. We have taken up the position of an honest broker – a facilitator of knowledge pertaining to climate change - and not as a social commentator.

Our **approach** can be summarised as follows:

As an international accounting body, we

- + encourage and assist members to help their clients or their companies to contribute to sustainability; and
- + support developments within the accounting profession that encourage others to embrace sustainability.

For our approach to climate change as a continuing business entity, see page 10.

CPA Australia is working to address the knowledge needs of members regarding sustainability and CSR by developing a range of resources. These resources include providing members with access to networks of peers to encourage discussion around the specific challenges and solutions experienced in their own organisations, with the intent that they can support, collaborate and build their knowledge together. This combination of formal and informal learning is intended to help position CPAs as leaders in the profession and to have access to the broadest range of knowledge and experience possible. The following examples illustrate how we have done this:

Sustainability and Carbon Reporting Community

A virtual community is a term used to describe a group of people with a common interest who come together online to share and collaborate. Such a community can use a range of online 'web2.0' tools including member profiles, discussion forums and a wiki.

This virtual community, established in 2009, has 53 members. It aims to provide CPA Australia members with responsibility for or an interest in creating and managing sustainability or carbon reporting with opportunities to:

- + network
- + increase their knowledge and understanding of issues and challenges
- + share the content presented at CSR discussion groups around the world
- + continue discussing issues raised in professional development events or discussion groups.

Promoting ESG principles through training and development

We believe, particularly in light of the global financial crisis, that accountants and the accounting profession can play an important role in the formulation and implementation of sustainability principles in business and public policy. CPA Australia has been encouraging understanding and take-up of sustainability principles in a number of ways, for example:

- + Reassessing these principles in CPA Program and embedding them across six of the professional level education segments. By doing so we aimed to instil the importance of considering sustainability in all aspects of accounting and discourage it from being seen as a stand alone topic
- + Commissioning third party research into sustainability reporting and awareness by employers and members in Australia, New Zealand, Greater China, Singapore and Malaysia to help us determine how best to address their training and development needs. Employers felt they were better at sustainability practices than at sustainability reporting
- + Running the *Business Imperatives of Climate Change* conference in Melbourne and Sydney for a second time. Watch the presentation of the Secretary of the Australian Department of Climate Change, Dr Martin Parkinson, on our website
- + Establishing member discussion groups on carbon emissions/reporting in Brisbane and Sydney
- + Holding 85 continuing professional development (CPD) sessions on topics related to climate change that were attended by almost 5,000 members across Australia.

Resources for members and the wider community

CPA Australia's website was upgraded in 2009. The new website, launched in February 2010, includes an ESG portal where documentation such as submissions and research papers is easily accessible. Currently, CPA Australia has a suite of publications that have been developed over a number of years. The resources added in 2009 include:

- + Carbon Pollution Reduction Scheme: A brief overview
- + CPRS and the impairment of electricity generating assets
- + China's policies and actions for addressing climate change
- + Assistance for Emissions Intensive Trade Exposed Australian businesses
- + The economics of climate change mitigation.

www.cpaaustralia.com.au/climatetoolkit

CPA Australia's public policy positions and participation in public policy development and lobbying (SO5)

As part of CPA Australia's own corporate plan - and as one of the objects of the organisation - CPA Australia regularly develops policy positions on matters of concern to members and the accounting profession. Our core consideration in the formulation of policy positions is the objective of sustainable economic growth.

CPA Australia has two business units and various member groups dedicated to policy development, as well as a cross-functional Business Sustainability Group which meets weekly to help develop and communicate our public policy and regulatory positions.

The main channels through which CPA Australia participates in public policy development are submissions, policy statements and direct representation to governments, their agencies and international standard setting bodies. We participate individually and as part of Australia's Joint Accounting Bodies and the International Federation of Accountants (IFAC).

CPA Australia has public policy positions on many issues relevant to members and the broader community including:

- + Corporate social responsibility and corporate disclosure
- + Fair value accounting
- + Australian business tax reform
- + Directors' duties and responsibilities under Australian corporate law
- + Accounting for carbon and assuring such data.

Details of our significant public policy positions can be found at: www.cpaaustralia.com.au/leadership

Advocacy is an important part of our day-to-day activities. Members and staff undertaking advocacy activities ensure members' views are heard at the highest levels through maintaining effective relationships with governments and oppositions in all our main markets.

Core public policy on sustainability

Our core position is that the uptake of sustainability reporting as a basis for stakeholder engagement, risk management and continuous improvement should be actively promoted.

This sustainability report is an example of this position, as are the following submissions made by CPA Australia:

- + The audit and auditor registration requirements of Australia's National Greenhouse and Energy Reporting Act 2007 and supporting regulations
- + The verification of carbon footprint calculations in the proposed Australian Carbon Offset Standard
- + Submission on the exposure draft legislation of Australia's proposed Carbon Pollution Reduction Scheme

Our policy position was also strongly reflected in a letter from the IFAC to the Group of Twenty (G20) (see http://web.ifac.org/download/IFAC_Submission_G20_Sept24_Meeting.pdf).

Academic research

In addition to member input, research influences much of our policy positions, particularly in the area of sustainability. CPA Australia has been involved in supporting academic research in the area of sustainability for a considerable period of time. For example, we are supporting research by the University of Sydney on the role of Accountants and Accounting in Improved Sustainability Management and Reporting.

The following pieces of research will be finalised and published in first six months of 2010:

- + Trends in service providers and standards for the assurance of sustainability reports.
- + Water usage disclosures amongst large industrial companies.
- + Development in non-standard forms of stakeholder engagement and reporting.
- + The role of accountants and accounting in improving sustainability management and reporting.

Partnerships

CPA Australia is looking to establish global partnerships to ensure we continue to improve our knowledge, demonstrate thought leadership in sustainability issues in accounting and business and have platforms on which to express our views

We collaborate extensively, and almost daily, with the St James Ethics Centre (SJEC); have become a member of the *United Nations Global Compact* (www.unglobalcompact.org/) and have weekly exchanges with the accounting bodies network that is part of *Accounting for Sustainability* (<http://www.accountingforsustainability.org/home/>) in the UK. These new relationships augment our ongoing involvement with the GRI as an organisational stakeholder and as a contributor to the GRI's Australian hub at the SJEC.

Looking to the future

Significant amongst the Australian domestic trends shaping the future role of accountants is the Department of Environment, Water, Heritage and the Arts' (DEWHA) project *Sustainability in the Key Professions: Skills for the New Economy*.

Accounting has been chosen as the first profession for consideration as part of this major national initiative, which will not only define sustainability based professional skills but further influence the spectrum of accounting education.

The responsibility of professional accounting associations in this field is also gaining international prominence. The UK's *Accounting for Sustainability*, as the pre-eminent grouping of international accounting associations dealing with sustainability, has as one of its core principles to "Incorporate accounting for sustainability within professional education and training."

Through our involvement in these initiatives, CPA Australia seeks to play a major role in ensuring that accountants remain leaders in such critical areas of business as corporate disclosure, resource allocation, assurance and business information systems.

Organisation

Corporate social governance SO2, SO3, SO4

Legislation, stakeholder and public expectations in 2009 have focussed on increased corporate governance within the public and private sectors both within Australia and internationally. CPA Australia has long been an advocate of good corporate governance and is a member of the Australian Stock Exchange Corporate Governance Council that developed the Corporate Governance Principles and Recommendations for best practice. Our own governance structure is shown below.

The Chair of the Board is a non-executive director and is not the CEO. The CEO has the right to attend Board and Board Committee meetings but is not a director and is not entitled to vote. For detailed corporate governance information, please refer to our 2009 annual report. Details of our governance structure can be viewed on our website www.cpaaustralia.com.au/organisation

The Board of CPA Australia comprises 12 non-executive directors including the Chair: one member director from each of the 10 Divisions, and two external directors who are non-members and non-employees. In accordance with our Constitution, the directors are appointed by a Representative Council derived from our wider membership.

Risk management and anti-corruption protection

CPA Australia is committed to maintaining an organisational culture which ensures that effective fraud and corruption prevention is an integral part of our day to day operations. We have interpreted the GRI guidelines on corruption as being very much around abuse of power, legal and moral wrongdoing in an organisation, and its employees' dealings with outsiders, for the purpose of gaining advantage for the organisation or the individual.

We are committed to the highest standards of integrity in both our external dealings and in the conduct of our internal affairs, the objective throughout being to do the right thing for the right reasons, thereby safeguarding our reputation and viability in the long term interests of our stakeholders.

All business units across our global operations were assessed in 2008 for risks of corruption and are subject to review again on a progressive basis as part of our continuous internal audit program. The risk of fraud at an organisational level was part of a strategic risk assessment carried out by our internal auditor in March 2009 and provided to our Audit and Risk Committee which verifies and safeguards the integrity of CPA Australia's financial and sustainability reporting. Organisational assessment of risks of fraud and corruption is conducted bi-annually and the next assessment will be undertaken in March 2011.

Commencing in 2010, as part of the key result areas for performance review and development, all staff will be assessed in terms of their adherence to CPA Australia's Code of Conduct. The code specifically prohibits 'conflict of interest, gifts and gratuities' and requires staff and volunteers to ensure that their behaviour is not in contravention of laws and regulations in any legal jurisdiction in which CPA Australia operates.

The application of a fraud and corruption policy drafted during the year is being considered by management, as is provision of staff training in anti-corruption over and above the controls we have in place. Through the effective application of these internal controls, no incidents of corruption were detected that would jeopardise the interests of CPA Australia and the concerns of its stakeholders.

Our system of internal controls includes:

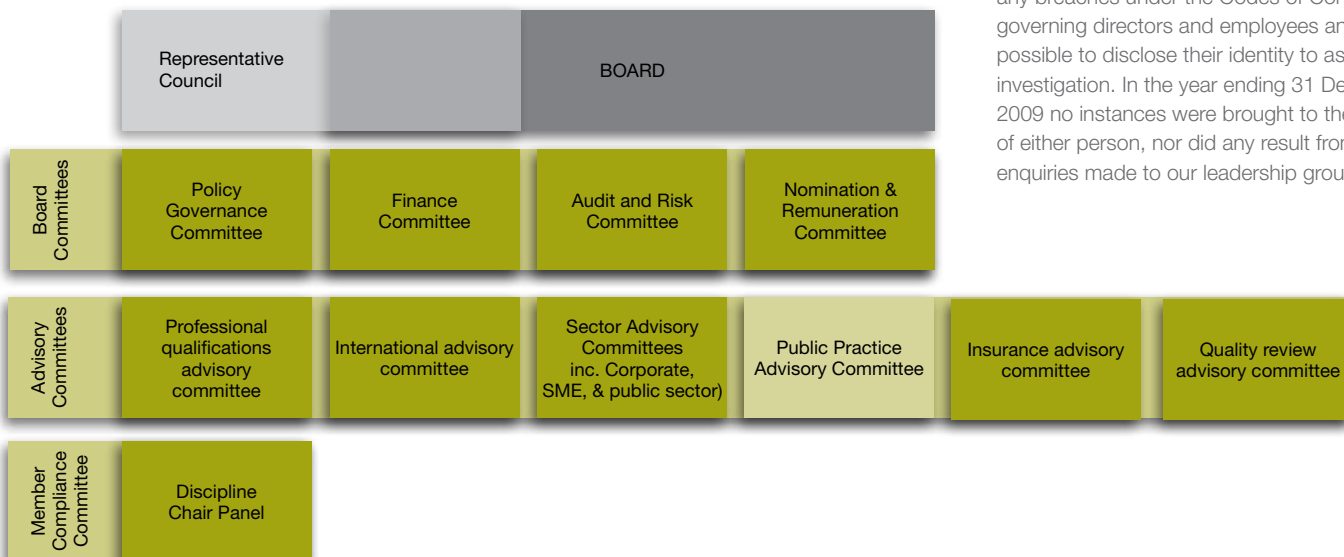
- + CPA Australia's Codes of Conduct for Directors, volunteers and staff
- + Bribery and corruption prevention processes which are part of the Codes of Conduct
- + Internal audit function
- + Annual web based compliance training which is compulsory for all employees (excluding casuals) and covers Occupational Health & Safety (OH&S), Trade Practices (including components in consumer protection, unfair business conduct and anti-competitive conduct), Equal Opportunity and Privacy legislation. At the end of 2009, 97 per cent of full-time employees had completed this training (this figure excludes new employees and those on extended leave). The program of training in the application of our contract and tender policy and the correct use of delegations, reported as being investigated in our 2008 report, is to be designed and implemented in 2010.
- + At year end, the CFO sends out an internal controls questionnaire for completion by each member of our Executive Management Group, our internal auditor and other key staff to provide assurance.

A Whistleblower Protection Policy to protect employees' rights if they report suspected fraud and corruption, and to provide an avenue to encourage reporting, has been in effect since 2008. It is currently being reviewed as part of its normal two-yearly review.

The internal auditor and company secretary and/or general counsel are responsible for managing the whistleblowing process.

Any misconduct, as defined in the policy, may be reported to the company secretary / general counsel (whistleblower protection officer). Any reports are then submitted to the whistleblower investigations officer (internal auditor). Employees are encouraged to report any breaches under the Codes of Conduct governing directors and employees and where possible to disclose their identity to assist with investigation. In the year ending 31 December 2009 no instances were brought to the attention of either person, nor did any result from specific enquiries made to our leadership group.

Governance Structure



Note: The sector advisory committees were disbanded after 31 December 2009.

Stakeholder engagement

INTERNAL

Employees, Board of Directors, Representative Council, Divisional Councils, Branch Councils, Centres of Excellence, Committees and Disciplinary Panels

CPA Australia's stakeholders

EXTERNAL

Members and their employers, prospective members, governments and their agencies at all levels and jurisdictions where CPA Australia has a presence, media outlets, affinity and sponsorship partners, professional industry bodies, regulators (public policy development, standards and guidance, inspection and enforcement), suppliers/service providers, recruitment firms, academic institutions and research partners, partnership community groups and the broader community where it is directly or indirectly impacted by CPA Australia activity and/or the activity of its members.

Basis for selection

The following categories determine the basis for selection of CPA Australia's stakeholders:

- + Formal structures (eg. Board, councils, committees)
- + Suppliers
- + Those we seek to influence (eg. governments)
- + Our members

Engagement

Throughout this report you will find examples of how we engage with our various stakeholders. However, as a membership body, CPA Australia's most significant stakeholder group is our members. We engage with members through a comprehensive structure of committees, discussion groups and online communities, all providing avenues for strategic direction, opportunities and feedback. Through these avenues of connectivity, we build fraternity and knowledge-sharing among our members that help create a vibrant and engaged community.

We frequently conduct surveys to obtain information from our members about their professional needs and views that help inform our public policy positions and CPD offers. For instance, in September 2009 we commissioned employer-based research into use and awareness of sustainability reporting with senior executives based in Australia, New Zealand, Greater China, Singapore and Malaysia, complemented by a survey of members in the same countries. The results showed, among other things, that sustainability reporting and knowledge varies greatly between employers, members and countries, presenting both an issue and an opportunity for CPA Australia to facilitate knowledge exchange.

In seeking to improve our own sustainability reporting, we commissioned external research on perceptions of our first report from members, staff and individuals regarded as having technical expertise in this area.

The research found that *'overwhelmingly, the report was well received by stakeholders. Stakeholder impressions of CPA Australia were unchanged or positively influenced by the report. None were negatively influenced by the report. Stakeholders were generally satisfied with the report content and regarded the CPA Australia sustainability report as an act of leadership in the context of non-financial reporting for a professional accounting body. This highlights the role of this report in educating and leading stakeholders more than responding to stakeholder demands at this stage.*

Employee and member stakeholders were able to clearly articulate the improvements they would like, but they were not able to identify new indicators. Sustainability influencers on the other hand were able to suggest further indicators from awareness and experience of sustainability reporting in other organisations'.

The results of the research have been considered in the compilation of this report. However, the different groups of stakeholders have different information needs from the report, and at this stage of our journey it has not been possible for example to provide some of the levels of detail requested.

Our relationships

CPA Australia is committed to forming and nurturing enduring relationships of trust and respect with all our stakeholders. Our 2009-11 corporate plan and annual performance contract with the Board specify goals, objectives and strategies that guide the selection of stakeholders and processes for engagement. We have processes in place to maintain strong relationships and an excellent reputation with a broad range of key organisations.

In some instances, for example when appointing sponsorship partners and suppliers of goods and services, a rigorous due diligence and merit-based procedure is applied. A tender and procurement policy includes a CSR category which must be measured across all relationships.

Board nominated delegations

While the Board has overall control and management of the organisation, it may delegate a range of powers, duties and responsibilities to Divisions, committees and management subject to the Corporations Act 2001 (Cth) and CPA Australia's Constitution.

The Board reviews and approves a formal statement of these delegations at least once a year. Each Board meeting agenda includes a focus on CPA Australia's strategic direction including its strategic risk, member strategy, organisational governance and key operational items.

Financial implications and other risks and opportunities for CPA Australia due to climate change (EC2)

We consider the financial implications for CPA Australia due to climate change to be minor because the nature of our activities is overwhelmingly that of service provision and therefore subject to neither physical risk nor regulatory risk aside from that applicable in the wider economy.

As a continuing business entity, CPA Australia aims to

- + increase the efficiency with which CPA Australia uses resources to develop and deliver our products and services
- + help to alleviate negative environmental and social impacts through our products and services
- + apply prudent financial business practices to our internal operations, to ensure economic and financial sustainability.

Implementation

Our approach to planning for climate change aims to:

- + comprise effective engagement of internal and external stakeholders of CPA Australia,
- + identify and set priorities for action;
- + assign responsibility for action, and establish the management processes for the monitoring of implementation; and
- + keep adaptation strategies under regular review.

During the year we established a Carbon Footprint Action Group which comprises employees from relevant areas of the business and focuses on operational activity that can reduce our greenhouse gas emissions. The initial phase of sharing information across the business is complete and the group has embarked on developing plans to further reduce energy use, paper, waste, water and travel.

Carbon footprint

CPA Australia began seeking annual carbon measurements by the Carbon Reduction Institute (CRI) in 2006. We have committed to reducing our carbon footprint and to using that initial 2006 figure of 16,539.49 tonnes of CO₂ equivalent gases (tCO₂e) as our baseline. However, although there were some decreases in emissions from different emission source categories, CPA Australia's overall carbon emission footprint has increased to 23,645.63 tCO₂e due to a growth in membership, business

expenditure and asset purchases, including the new fit outs required as a result of relocating our offices in Melbourne, Brisbane and Adelaide. An increase in our greenhouse gas emissions is not unexpected considering our operations are volume-based. The more members we attract, the more services we provide, the more supplies we require, and the greater our carbon footprint becomes.

Countries where CPA Australia has a presence, but does not pay for serviced premises, were not included in the CRI's measurements. The CRI follows the Greenhouse Gas (GHG) Protocol - a corporate accounting and reporting standard produced by the World Business Council for Sustainable Development and World Resources Institute - which identifies five different types of GHG aside from CO₂. Each has different severity of impact. For measurement and accounting purposes the GHG Protocol converts these five into a base CO₂ equivalent.

In calculating the emissions from our operations, the CRI applied a combination of life cycle emission factors (for items such as travel, electricity, fuel usage and waste) and greenhouse intensity figures from input/output tables for emissions from expenditure incurred within Australian offices.

For overseas offices where input/output data were insufficient or lacking, CRI used published 'purchasing power parity' tables to express the expenditure on goods and services from overseas offices into the equivalent amount of dollars that would need to be spent within Australia to consume the same level of goods and services. CRI then applied Australian input/output figures against these expenses as a basis to calculate the emissions from these items of expenditure.

The emissions sources included in this study are shown in the table below.

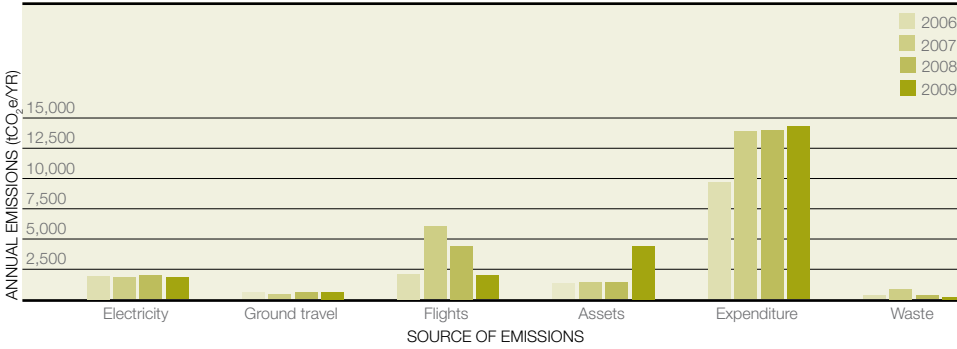
Scope	Source	Emission Type
Scope 1	None	N/A
Scope 2	Electricity	Indirect emissions from the burning of coal and gas at power plants
Scope 3	Staff ground and air transport	Fuel consumption - direct CO ₂ e emissions from car (including taxi and car hire) and air travel
	Assets	Annualised embodied emissions of all assets based on depreciation rates used for tax purposes
	Expenses	Embodied emissions of all expenses in the chart of accounts including all products and services purchased
	Waste	Methane emissions from the decomposition of waste in landfill

Scope	Emissions (tCO ₂ e/year)			
	2006	2007	2008	2009
Scope 1		N/A		
Scope 2	2,124.56	2,007.75	2,239.99	2,170.23
Scope 3	14,414.93	22,509.12	19,624.91	21,475.40
Total	16,539.49	24,516.86	21,864.91	23,645.63

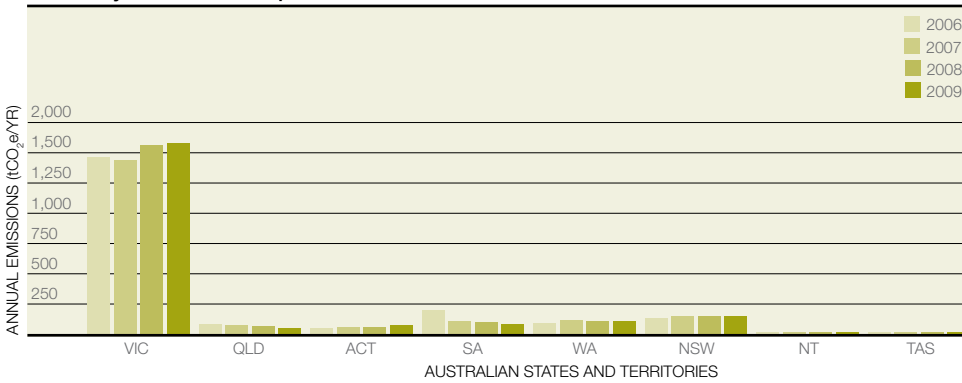
Scope 1 emissions are those produced onsite from sources owned or directly controlled by CPA Australia. CPA Australia does not run gas appliances at its offices, nor own or run any generation equipment or company owned vehicles, and so Scope 1 is not applicable. Scope 2 emissions are those indirectly emitted by CPA Australia through its electricity usage. Scope 3 emissions cover the embodied emissions of electricity generation, such as those from fuel extraction, production and transport. The *National Greenhouse Accounts Factors* published by Australia's Department of Climate Change detail the emission factors for electricity used in each state. These emissions factors were used for CPA Australia electricity usage within Australia, and provided both the Scope 2 and indirect Scope 3 emissions of electricity usage.

The following table compares the emissions sources for CPA Australia for the calendar years 2006 to 2009, as calculated by the CRI. It should be noted that these four years are not fully comparable due to different and more accurate reporting from the CRI, and to different offices being occupied by CPA Australia. However, the table provides an approximate guide for measuring progress on emissions reduction.

Comparison of emissions 2006-09



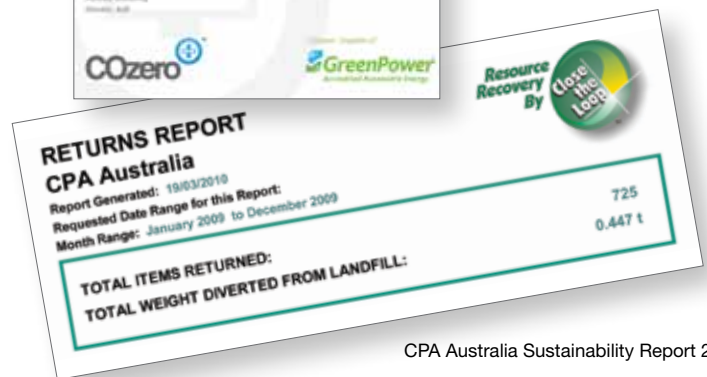
Electricity emissions comparisons between Australian offices



Electricity scope 2+3 emissions from Australian offices

EN 16 Total direct and indirect greenhouse gas emissions by weight (scope 2 emissions)

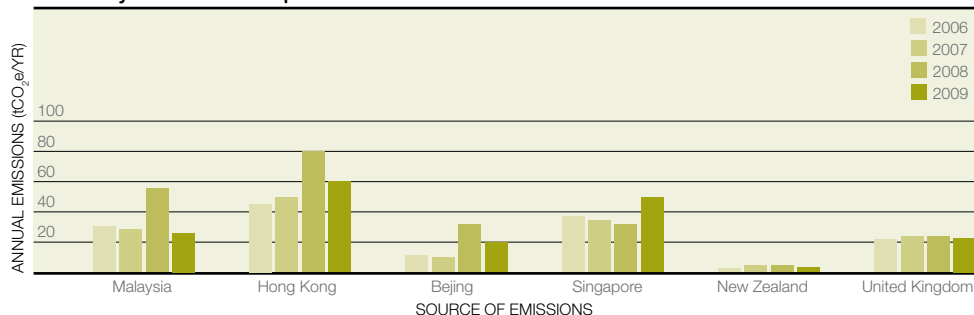
Emission Source	Emissions (tCO ₂ e/year)			
	2006	2007	2008	2009
Electricity	2,124.56	2,007.75	2,239.99	2,170.23



Our relationships continued

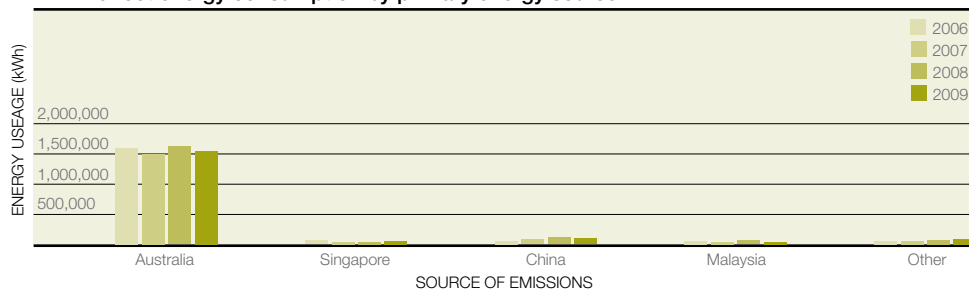
Most electricity emissions from Australian offices are either steady or reducing. A Scope 2 emissions comparison for our offices outside Australia is shown below. Scope 3 emissions data is not available for these.

Electricity emissions comparison between international offices



Historically, it can be seen that most offices had either an approximately stable or reducing output in 2006-2007. In 2008 many of the offices increased their electricity consumption but in 2009 almost all reduced their electricity emissions.

EN4 Indirect energy consumption by primary energy source



EN17 Other relevant indirect greenhouse gas emissions by weight (scope 3 emissions)

Emission Source	Emissions (tCO ₂ e/year)			
	2006	2007	2008	2009
Ground travel	405.07	321.31	360.22	409.46
Flights	2,633.28	6,513.59	4,084.90	1,915.23
Assets	1,340.60	1,488.47	1,470.35	4,404.97
Expenditure	9,997.69	13,574.00	13,636.31	14,706.74
Waste	38.29	611.75	73.13	39.00
Total	14,414.93	22,509.12	19,624.91	21,475.40

Electricity is the primary source of our energy use. In 2008, we were unable to attain accurate volumes of electricity usage so indicative volumes based on historical data were calculated. Reporting was also done prior to the end of the year, and these two actions resulted in our overestimating volume in 2008. To overcome some of these issues in 2009, we implemented a better reporting procedure to gain transparency of usage. In 2009 the volumes are a more accurate reflection of actual usage, although reporting was still done prior to the end of the year, meaning some estimation of final volume was necessary. We are pleased that total consumption in 2009 is showing a downward trend, which we seek to continue through, for example, investment in more energy-efficient appliances and exhorting staff to continue closing blinds on hot days.

Travel continues to be a major source of greenhouse gas emissions calculated from staff and member travel for work and for commuting. Significant reductions have been achieved, with the best yearly improvement being in 2009, especially in air travel. However, ground travel emissions have increased in the last two years, with 2009 experiencing the largest growth since we began monitoring these, and we are investigating the reasons for this so that we can take appropriate action.

Embodied emissions in our supply chain

Embodied emissions – the emissions which result from the production of goods and services consumed by CPA Australia – are determined through examination of our profit and loss statements.

Although CPA Australia increased expenditure in a number of areas including education, printing and communication, it decreased expenditure in other areas, with the result that the increase in emissions compared with 2008 was less than 1,000 tCO₂e.

Applying our sustainability principles

One of the key challenges in seeking to make changes to internal practices related to catering, travel, printing and electricity usage is that practices vary significantly across all office sites and this challenge is being addressed issue by issue, site by site.

Several initiatives were taken to reduce our carbon footprint during the year. These include

- + making sustainability one of the key evaluation criteria in all tenders managed by our procurement staff and part of regular supplier meetings
- + entering into a national contract for supplying electricity to our offices in Australia and purchasing 10% as green power as a result of cost savings achieved through the new supplier agreement - across the two-year contract period this equates to 219 tonnes of CO₂

- + widening the scope of our travel management company to make global arrangements, thereby securing visibility of international travel mileage
- + reviewing all materials and methods of communication with students and putting CPA Program Guide, Examiner Report and Bookmarks on to My Online Learning instead of printing
- + replacing bottled water and other drinks with glasses and large bottles rather than individual and investigating glass/plastic recycling options in all offices
- + creating online forms for members/students to enrol
- + setting secure, black & white and duplex printing on printers at Freshwater Place to reduce wastage
- + updating our travel policy to reflect CSR travel principles

We also drafted a document outlining an Environment Management System (EMS). This is a structured management framework to help more effectively plan and coordinate actions to reduce the environmental impacts of CPA Australia's business activities, and has been adopted by the Carbon Footprint Action Group. The draft document represents only the initial stage of the EMS process. An example of the proposed EMS documentation is CPA Australia's Sustainability Initiatives Register launched in April.

Cutting down our use of paper and printing

We saved approximately 4.8 million A4 sheets of printed paper at conferences and Congress by:

- + Reducing the size of the main brochure for Congress and moving the content online saving 3.2 million sheets
- + Publishing papers online for Congress in all six states in 2009, following a paperless pilot in ACT in 2008, saving in the region of 1.2 million sheets
- + Publishing papers online for our Mining and Energy Conference and International Public Sector Convention, saving approximately 0.4 million sheets.

CPA Congress online

We facilitated members virtual experience of CPA Congress through blogs, twitter, second life and webcasts. For the first time, we streamed CPA Congress live to the web, giving our audiences further access to knowledge without needing to travel or be physically present, thus minimising greenhouse gas emissions. This occurred through a combination of live and 'on demand' activities.

Several CPA Congress sessions were recorded and made available for viewing in their entirety via the Congress blog <http://blog.cpacongress.com.au/2009/10/26/watch-recorded-sessions-from-cpa-congress/>

For other activities to extend the reach of Congress to 'connect and exchange, anytime, anywhere' see <http://www.cpacongress.com.au/connect>

Webinars

For the first time, CPA Australia offered members (and non-members) opportunities to attend webinars. With the ability to connect the audience into a real-time event regardless of their location, webinars reduced the need for some members to travel to face-to-face events. Webinars also gave CPA Australia the opportunity to connect members with knowledge and information that they did not have before. More than 4,000 members participated in a total of 85 webinars. Our spread of delegates included Greater China, Fiji, India, New Zealand, Russia, Singapore, Malaysia, UK and Vietnam as well as capital city and rural Australia.

Topics ranged from interviews with prominent members, technical sessions, information sessions, briefings, training and CPA Program workshops.

A clear majority of participants in webinars in 2009 found them to be a positive experience and welcomed them as part of CPA Australia's knowledge offer. For each webinar, we asked participants to rate their experience. The combined average for all webinar experience questions was 4 out of 5, where 5 indicates very strong satisfaction. We also received feedback on what could be improved. This included extending the time available for participants to have their questions answered in a live session, the inclusion of video in these virtual events, and some issues experienced with audio quality.

Fresh start at Freshwater Place

The relocation of our international headquarters in Melbourne to Twenty8 Freshwater Place epitomises our think + create approach to all that we do. The building's innovative and environmentally sustainable design and floor plan provides a best practice work space to encourage collaboration in providing premier global service to our members and the pursuit of excellence.

Workstations were manufactured locally to reduce 'shipping miles'; recycling facilities were separated to make us more waste conscious; energy saving devices were installed on appliances to reduce the overnight draw of power; recycled materials were used as part of the fit outs and even the fabrics selected for the furniture have high environmental credentials.

Every week for eight weeks prior to the move, information about the sustainable aspects of the new office was communicated to employees as part of a regular update about the move. Information included what the star ratings mean and what is required from staff and members using the facility to maintain them.

'Smart' lighting that is activated by motion sensor detector is also a feature of our new Brisbane and Adelaide offices.

CPA library

Physical collection reduction

Since CPA Australia introduced e-books in September 2008, there are now more members accessing e-books online than are borrowing physical items. This has both expanded our offer and reduced our impact on physical resources.

E-books

- + 31 December 2009 – 5,707 members using
- + 30 September 2008 – 2,010 members using

Number of pages viewed on e-books:

- + 31 December 2009- 147,940 page views
- + 30 September 2008 - 26,071 page views

As a consequence of the increased use of e-books, and in preparation for the move to Freshwater Place, low-value and unused material was culled from the physical library collection using a 'reduce, re-distribute, recycle' approach.

As a result, print journals decreased by 90% and storage needs were reduced from 87 lineal metres to 17 lineal metres. Items have been returned to their publishers for their records or recycled. Most of the folders that housed the journals were sent to an artist who makes screens out of journal folders

The number of books kept was decreased by 63%, and book storage needs were reduced from 356 lineal metres to 130 lineal metres. Paper from books has been recycled.

Future plans

In 2010, we aim to:

- + test the extent to which the EMS can be implemented into our everyday processes and practices – we intend this be undertaken as the next stage of the EMS development and, in doing so, create documents through the EMS to plan, track and record the information gathered.
- + introduce new meeting and room booking software to allow more sophisticated capturing of number of attendees to calculate required catering and reduce wastage 24 hours prior to an event
- + review our top 20 travellers and regular international travellers to discuss our CSR travel principles with them. Focus on international travel behavioural change due to the higher carbon footprint compared to domestic travel
- + review all multi function devices for efficiency as part of new contract requirements
- + reduce catering wastage as part of our new arrangements at Freshwater Place.

Case study

My name is Katrina Horst. I've been with CPA Australia for four years as a business development executive. I'm responsible for managing relationships with the Universities in NSW and promoting the designation to students.

When an opportunity came up for a 12 month maternity leave secondment as a communications adviser based in Sydney I jumped at the chance. I wanted an opportunity to further my communications/ PR skills as well as gain some government relations experience. I got to see a bigger picture of CPA Australia and many more aspects of what we do as an organisation. I certainly felt that I got to develop my written communication skills and enjoyed the experience tremendously.

I always knew the secondment was for a set period of time and was okay with going back to my old role. In many ways it was almost like starting a new role again, and there was an initial adjustment period.

Early in 2009 the International Development Business Unit was looking for someone from a division to do a secondment with the purpose of sharing 'local' CPA Australia knowledge with a new office. I had already talked to the manager about my interest in getting involved with the team and so the timing worked out for me to go. I stayed involved with our Vietnam operations and when there were some staff shortages there later in the year I had the opportunity to do another three week secondment to fill that need.

Besides getting very good at eating with chopsticks, I gained very valuable first hand knowledge on the challenges CPA Australia faces in a new market. Although there were many similarities, there were also a few unique challenges to being in a developing economy and not having a well established presence. The cultural education I received was also very rewarding personally.

I had expected to use the skills I gained during my communications secondment but didn't expect to be able to use them so directly. In 2010, I will be taking on the role of International Development Executive with the International Development Business Unit and will have the opportunity to work closely with the External Affairs team to coordinate our integrated marketing and communications strategy.

I'd definitely say that CPA Australia and I have benefited from my being able to carry out the secondment and work in Vietnam. I've been able to build my skills and experience and at the same time help the Vietnam office look and feel like 'one CPA Australia'. Having had direct experience in several different teams I'm able to bring more of a 'whole of business' approach to what we do.



Unlocking the potential in our people

At CPA Australia we constantly strive to develop our people and their capabilities. Our focus is on greater engagement, career development, and identifying and nurturing talent.

Our global reach and vision, the breadth of our membership and our commitment to the highest levels of quality and service, both for our members and by our members, provide our staff with a wide range of challenging work and opportunities. Our organisational capability starts with our people, and a key deliverable of our 2009 performance contract with the Board was to deliver a People Strategy to give our staff every opportunity to realise their individual potential and achieve our business goals.

We expect adherence to our core organisational REACH values (respect, empowerment, accountability, cooperation and honesty) encourage a constructive culture based on these values and provide ongoing training opportunities to foster a strong team environment.

Employment and Diversity

LA1 Total workforce by employment type, employment contract and region

We encourage a diverse workforce. The average number of full time equivalent employees during the year was 464. The majority of staff work full time, with 8 percent of staff working part time.

Our largest international presence is in Greater China with 6 percent of our workforce being employed there. In Australia, our largest area of operation is in Melbourne with 76 percent of our Australian workforce being employed there.

We have a variety of age groups making up our workforce, with the majority of our employees in the 30-39 age bracket. Females represent 67 percent of our non-executive workforce and 21 percent of our executive group, which comprises our two highest levels of employment. We recognise that we have a continuing gender imbalance at the executive level. Although this is the case, we have an Affirmative Action Policy in place, which ensures we practice non-discrimination and employ the most suitable candidate for the role.

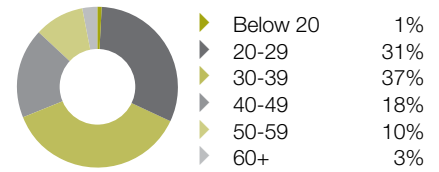
There were two new appointments made in our Executive Management Group in 2009, being our Chief Executive Officer and Executive General Manager of Brand and Communications.

LA13 Composition of governance bodies and breakdown on employees per category according to gender, age group, minority group membership and other indications of diversity

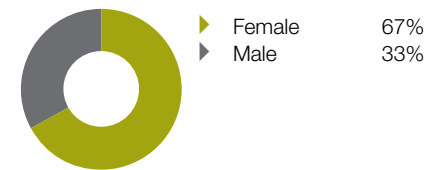
Board directors are selected on the basis of their skills, experience and other relevant capabilities with due regard to the mix of skill recommended by the Board and to proper succession planning. Directors' skills, expertise and their terms of office, are set out in our annual report.

The Board recommends that, where possible, a minimum of 25% of Directors on the Board should be female, which is reflected in the current composition. The Board is currently reviewing gender representation on CPA Australia's committees and divisional councils to see what steps may be taken to ensure improved gender representation.

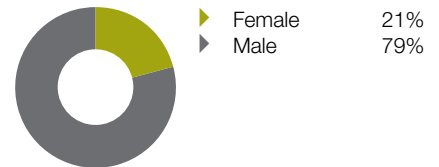
CPA Australia staff by age



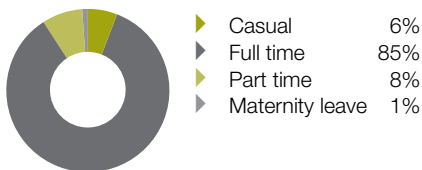
Workforce by gender



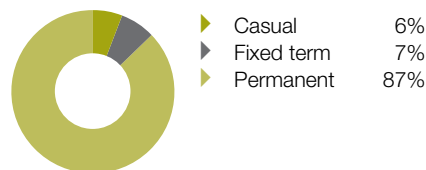
Gender at executive level



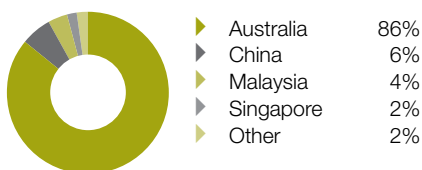
CPA Australia workforce by employment type (global)



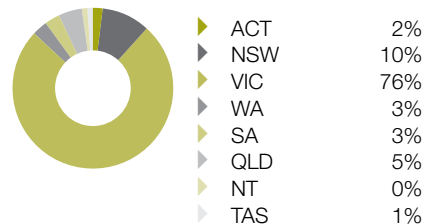
Employment by contract



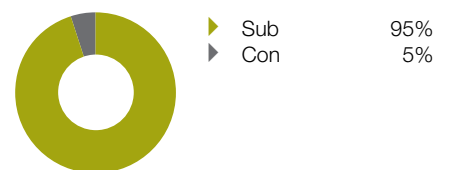
CPA Australia by region



CPA Australia workforce by state



Workforce on secondment



EC7 Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation

We operate within a competitive recruitment market. That is why we seek to adopt best practice recruitment tools and frameworks to select the best employees for our organisation. We use the Mercer job evaluation methodology for grading our positions and recruit within specified Mercer salary bands for each role which are calculated with regard to market forces. We also utilise behavioural interviewing techniques when interviewing candidates and undertake specialised personality profiling and psychometric assessment for senior and specialist roles within the organisation.

During the year we implemented a preferred supplier panel arrangement for recruitment to ensure that we receive the best possible service at the best possible rates. We now have a panel of seven suppliers who support recruitment for all of our offices globally. CPA Australia's recruitment policy covers Equal Opportunity Employment. Our recruitment processes are designed so that we hire people who best fit the role and organisation, free from discrimination.

Although most of our recruitment is done at a local level, we do not have a policy around local hiring. Even though 100% of senior management (defined as professional specialist, manager and executive) were hired from the local community at locations of significant operation in 2009, this proportion will fluctuate from time to time as we seek to give staff opportunities to learn first hand about our international operations.

In 2009, we were pleased to second the General Manager of our New Zealand office into the role of General Manager Queensland to fill an internal vacancy. Secondments are open to all staff as part of their career development and to further

their learning about the business. In December 2009, 5 per cent of our workforce held a role in a secondment capacity, an increase of 2% per cent from last year. Like all vacancies at CPA Australia, all secondments are advertised internally unless the candidate has been identified from our leadership bench (a group of potential leaders that we have identified among our staff), in which case the individual is provided the secondment opportunity as part of the organisation's succession planning strategy. Our aim is to increase the number of international secondments so that staff can share knowledge, learn from each other and have a sense of team.

LA2 Total number and rate of employee turnover

The total turnover rate for CPA Australia in 2009 was 21.22 per cent, compared with 26.12 per cent in 2008. The 2009 departures by age graph points to the fact that the majority of staff turnover is within the 20-29 age bracket. The departures by gender graph shows us that male and female departures are in proportion to our 2009 gender demographic. The departures by service years graph show that the majority of departures fall within the 1-3 years bracket.

LA14 Ratio of basic salary of men to women by employee category

The CEO's salary has been excluded so as not to skew the average salary at the two highest levels of employment. This graph is representative of all CPA Australia employees globally and the data has been extracted from the December 2009 pay period. The salaries of staff outside Australia were converted to Australian dollars and averaged by employment category and gender. For the purpose of our reporting, annual salary is classified as base salary exclusive of employer superannuation contributions.

We believe that the impact of maternity leave

and a greater level of part-time work by female employees has resulted in average salaries being slightly lower for females but our policy remains parity of salary based on experience and market forces regardless of gender.

For confidentiality reasons, especially at executive level, we do not intend to report gross average salary information in the 2010 Sustainability Report and instead will report only salary ratios by gender.

LA7 Rates of injury, occupational diseases, lost days and absenteeism and number of work related injuries

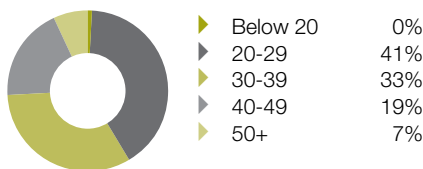
A number of policies and procedures are in place to deal with Occupational Health and Safety (OH&S) issues. We are committed to ensuring the health, safety and welfare of our employees, members and other people who may be affected by our operations. All incidents are recorded, and where necessary Human Resources staff take appropriate action.

An OH&S committee provides a forum for joint consultation between management and employees and seeks to help develop safety policies and safe work practices, review accidents and accident statistics, advise of incidents or work practices which employees think are unsafe, and make recommendations on improving the workplace to make it safer. The committee comprises representatives from all major global offices and meets on a quarterly basis.

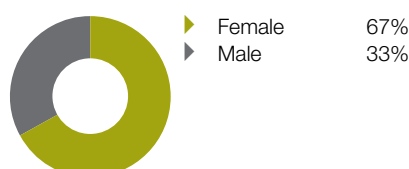
In 2009, there were seven reported OH&S incidents that were classified as injuries but no occupational diseases or work related fatalities.

In 2009, the average number of working days lost as a result of sick leave per person was six days. This figure includes extended absences and days lost relating to work related injuries and unpaid sick leave.

2009 departures by age



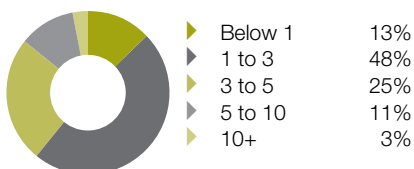
2009 departures by gender



Departures by region



2009 departures by service years



Training and education

LA11 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings

Developing our leaders

CPA Australia recognises that strong leadership capability across all levels of our business is essential if we are to realise our vision and achieve our strategic goals. In 2009, CPA Australia has sought to focus on developing our leaders through workforce and succession planning, leadership training and 360 degree feedback tools.

Nurturing talent

As part of its annual workforce planning process, CPA Australia identifies and develops people with leadership potential.

Leadership bench: 19 high performing individuals in the organisation have been identified as succession candidates for senior leadership roles. In 2009, 63% of people on the leadership bench were female.

Critical roles: CPA Australia has identified a number of critical roles within the organisation and action plans are in place to ensure succession planning exists for these roles.

Training our leaders

Highly capable leadership is critical to the successful achievement of our business goals. CPA Australia offers comprehensive leadership training at several levels:

Leadership Edge

Middle Management group - 10 participants (five women and five men)
Leadership Matters (2 intakes) - 14 participants (eight women and six men)

Our *Leadership Matters* program aims to assist new leaders in their development of fundamental leadership skills, through seven one-day workshops offered over a period of four months.

Our *Leadership Advantage* program is a more extended, ongoing program which is tailored to the needs of the senior leaders of the organisation and ensures they are held accountable for their leadership performance. The 40 participants in the program - 22 women and 18 men - were either senior leaders who report to a member of the Executive Management Group or managers on our leadership bench.

The program consisted of four modules - personal leadership, business leadership, influential leadership and change leadership. Each comprised 2-3 day workshops and achieved satisfaction rates of 75-84% from the participants.

Other measurements of the program's success are:

- + Retention rate of leaders on the program
- + Promotions and filling of critical roles by participants
- + PRD - leadership ratings
- + Exit interview data

To further support CPA Australia's leaders, change management coaches were selected from employees and trained in change management techniques so that they could work alongside leaders providing guidance during the change process. Change management guidelines were also made available online to all staff to use as required during their day to day work.

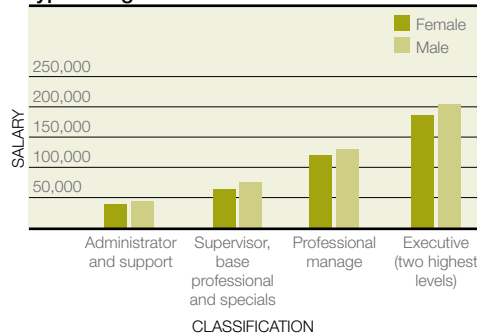
360 degree feedback

Managers are provided with a clear view of their leadership effectiveness at work through 360 degree feedback. An assessment is made in terms of their functional and behavioural performances via a collation of views from the manager being assessed, staff, peers and superiors. In 2009, we completed 32 of these feedback reports for our Executive General Managers and General Managers.

Female:male salary ratios 2008 and 2009

Nature of employment	Female:male salary ratio 2008	Female:male salary ratio 2009
Administrator and Support Employees	0.98:1	0.95:1
Supervisor, Base Level Professional and Technical Specialist	0.87:1	0.88:1
Professional Specialist, Manager	0.94:1	0.92:1
Executive (two highest levels)	0.90:1	0.92:1

Gross average salary by employment type and gender



Professional development

CPA Australia staff have access to a large range of continuing professional development (CPD) activities (some 3,000 per annum) as well as networking and inspirational events conducted for members. CPD content covers finance, accounting, business issues along with personal development and leadership from which staff can benefit.

Financial literacy and learning

CPA Australia offers all staff the opportunity to access and complete the independent online 'Money for Life' program which is designed to assist staff gain the financial skills and knowledge to better manage their money through their working life.

Flexible work

Recognising the need for day-to-day flexibility, our focus is on supporting staff to get the job done, be that in 'normal' hours or at times more suitable to their changing commitments. We offer flexible work hours, and, where it can be accommodated and meets business needs, work from home arrangements and we support team members who work part-time or job share.

Leave

We greatly appreciate that many of our employees work very hard – but we stress the importance of leave and encourage people to use it! Our leave entitlements include annual leave, personal leave, long service leave and six weeks paid maternity leave as well as leave for paternity/family reasons, study and volunteering. We take a flexible approach to accommodate both business and individual needs.

Employee assistance

Recognising that everyone experiences personal or work challenges and difficult times, CPA Australia offers employees and immediate family in these circumstances direct access via a confidential hotline to specialist short-term assistance and support, all of which is done in strict confidentiality.

Career pathways

In 2009, CPA Australia provided more ways for people to become a CPA from a variety of educational backgrounds. Graduates from other disciplines, and candidates with gaps in their core knowledge, now have more options to fill in the gaps in their core accounting, finance and business knowledge to work towards CPA status. We also launched phase one of a Career Guidance System that features an online self-assessment tool for use by professionals and employers to identify areas for development and suggested CPA Australia knowledge resources.

Our performance review and development process for employees promotes discussion about career aspirations and individual development and concrete ways to reach career goals. Our jobs board located on the intranet also promotes all internal vacancies.

Managing career transitions

CPA Australia employs the services of a third party consulting service to assist staff whose roles have been made redundant by offering them a career transition service in which individuals are assisted in finding the right new position within the context of a total career strategy, in the shortest possible period of time. Focussed on empowering individuals to build skills for life by developing their job search skills and a planned approach to their job search, individuals engage with the market with a higher level of confidence, which contributes to their successful transition and ongoing development.

Creating a constructive culture

Leadership behaviours

CPA Australia has articulated the behaviours we expect of our leaders. They must: *create and inspire the future; coach and develop the team; and drive for results*. Underpinning these behaviours are clearly articulated actions and these are measured through the performance review and development process.

In-house training programs

In addition to our leadership development courses, CPA Australia offers a range of courses in areas like conflict resolution, negotiation and interviewing skills. External educational suppliers are used where an identified training need is not met by the internal program.

Induction

Induction is an ideal way of introducing new staff members to a new organisation where they can meet management and learn more about the organisation's vision, mission and values as well as meeting key contacts in a friendly, welcoming environment. In 2009 CPA Australia held seven workshops and inducted 88 employees.

Culture survey and workshops

The Human Synergistics culture survey was a tool used to assess our current working culture and the culture our staff have identified that we should aspire to. This desired culture is referred to as a "constructive" culture and culture development project has been designed to help move our culture in a constructive direction.

Once the survey was completed, all teams took part in a facilitated culture workshop by members of our Operational Effectiveness team. These workshops briefed staff on the results of our culture survey and worked through initiatives that teams felt they could implement at the grass roots level to improve our working culture.

We have run 30 team workshops across the business and have generated a culture report for each team. These reports have been sent to leaders to allow them to work through the initiatives with their teams.

LA12 Percentage of employees receiving regular performance and career development reviews

CPA Australia's performance review and development (PRD) process, a key component of our People Strategy, aims to provide employees with clear and measurable achievement and developmental goals that are linked to our strategic objectives. The process promotes discussion about career aspirations and individual development and concrete ways to reach career goals. Development activities are delivered through special opportunities or assignments, secondments, internal programs or through appropriate external educational suppliers. In 2009, all employees (except casuals) undertook the PRD process.

Case study

My name is Lillian Lee and I'm one of the staff who went on the Leadership Advantage training. I was born and raised in Calgary, Canada. I came to Hong Kong because it offered more career opportunities, and a chance to learn more about my Chinese heritage, culture and language, and I saw it as a personal challenge to live and work in a fast-paced environment.

During the SARS outbreak in Hong Kong early in 2003, I left my job as an English tutor and events manager at an education centre as there were no students so no work. My parents encouraged me to stay on and wait for the SARS crisis to abate. I was attracted by the CPA Australia logo in a newspaper recruitment advertisement for someone with fluency in written English so applied without knowing what CPA Australia or a CPA actually was.

Initially I had responsibility for supporting committee meetings, surveys and events and writing communication materials. I gradually took on more responsibility and was promoted to Marketing & Communications Manager with team leader responsibilities for staff working in the CPD and PR areas.

In 2006 I completed my MBA at the Macquarie Graduate School of Management in Hong Kong. In 2007 my responsibilities expanded to include employer relationship management and sponsorship, and in 2008, having been in my new role as a senior manager less than a month, I was given the opportunity to work in Hong Kong and Singapore as a Regional Manager with a team of 8.5 FTEs. It took a while to adapt to the different work and leadership styles, remotely managing the team in the two locations and travelling frequently (sometimes spending two weeks in Singapore and then two weeks in Hong Kong).

I would have to thank the talent scouts (two of the Executive General Managers) and my mentors (three General Managers) for this opportunity! My regional role was the training ground to progress into my current integrated marketing communications role which also covers Malaysia and Vietnam.

The role appeals to me because I have always been a generalist (even in my studies) and being with the organisation for more than six years, I needed a change. Marketing is a very dynamic field and my goal is to become a specialist in this area.

In my first job interview for CPA Australia, my manager asked me 'What do you expect from the organisation?' and I answered 'learning opportunities'. I think my openness to learning new things has opened up 'A World of Opportunities' just like our Pathways + CPA Program campaign.

Even so, I was a bit shocked and scared at first about going on to the Leadership Advantage program. But I feel very privileged to be able to join the program with other senior leaders in the organisation and learn from them. I've definitely benefited from that.

The best bit was the experience sharing, and being able to apply the new skills and knowledge in the workplace and my personal life. I have tried coaching my mom!

*My sustainability to success formula is
Sustainability = Passion + Change + People.*



case study

Community – strategic partnerships

The central focus of the community pillar of our CSR strategy - financial literacy and education – very much relates to CPA Australia's core business of enabling people, through education, to become professional accountants and have access to lifelong learning. Our community focus, at its simplest, is to help people manage their money, but we also recognise that, in some cases, education is needed first. Our choice of strategic community partners reflects our focus.

Financial literacy training

As part of CPA Australia's commitment to improving financial literacy, it is midway through a three year partnership with Mission Australia to deliver MoneyMinded, a financial literacy program for disadvantaged youth across Australia that is run in conjunction with ANZ Bank.

Mission Australia is one of Australia's major not for profit welfare organisations, with international affiliations in the Asia Pacific region. It offers in excess of 170 community services for families, children, homeless people and young people. Through these services it often finds there is a need to improve financial literacy, and vice versa. During 2009, 510 people benefited from CPA Australia's support for the financial literacy program.

President's Charity

Room to Read

On taking up office in April 2009, President Richard Petty chose *Room to Read*, a not for profit organisation dedicated to promoting and enabling global education, as his President's charity. CPA Australia implemented an intensive communications program to raise awareness of *Room to Read's* work, encouraging members and employees to contribute to *Room to Read* and in particular to its scholarship program to provide long term education to young girls in developing countries.

A video specially made for CPA Australia by *Room to Read's* founder, former Microsoft executive John Wood, was shown at each Congress and a local representative of *Room to Read* attended to further promote the charity to members. CPA Australia presented a copy of John Wood's book, *Leaving Microsoft to Change the World*, to each of the 71 keynote and community session speakers.

A divisional councillor for Greater China, Charles Wong FCPA, went visited a *Room to Read* pre-school in Vietnam and wrote about his experience in the December issue of *INTHEBLACK*. A DVD of his visit can be seen on our website and on YouTube, and has been distributed to all our divisions and branches for showing at member events. (<http://www.cpaaustralia.com.au/roomtoread>)

The President's charity was the beneficiary of a decision to send e-cards instead of Christmas cards this year again, resulting in a \$5000 donation – the savings equivalent – being made.

In Singapore, proceeds from an event to support the President's Charity have gone to fund a girl's education for 10 years.

Case study

Kerrie had been homeless periodically for two years mainly due to increasing conflict with her mother. She was 20 years old and living at a short term inner city refuge when she got a job serving in a café. Having some extra money, she thought that she would get a mobile phone, which would make it easier for work to contact her for extra shifts.*

A few months later she had to move out of the refuge and had to stay with a friend out of the city. Kerrie was late for work a few times and lost her job.

Without that income she could no longer afford to pay her phone bill. To make matters worse, Kerrie lost her phone when she was out with friends one night. As she was on a contract, the monthly amount continued to add up until she owed over \$400 including late payment fees.

While participating in Mission Australia's Youth Financial Literacy Program, Kerrie raised the issue of her still growing yet inactive phone bill with the group as part of a discussion about where to go for help. After some discussion about her options Kerrie decided that it was time to do something about her problem.

She called the phone company and started the process of sorting out her bill. Because she was cancelling her contract, there was an additional fee to pay so her bill was around \$550, an amount that she was going to find difficult to pay.

Kerrie put together a budget with all her expenses and worked out that she could afford to pay \$20 a fortnight off this bill. The phone company's policy was not to accept payments less than \$20 a week, however, after she had waited a long time on the phone, the company agreed that she could pay \$20 a fortnight off her bill until it was paid.

When Kerrie moved in to stable accommodation she got a part time job again and was able to pay off the bill more quickly.

It was a real learning experience for Kerrie to realise that, despite her debt with the phone company, it was willing to negotiate with her so that she could pay back what she owed.

* Kerrie is not her real name - her true identity remains confidential.

In Greater China, financial literacy activities benefited several organisations including TraniNX Charity Foundation, the Hong Kong Council of Social Services and over 130 other charities, Grace Link Charity and the Institute for Integrated Rural Development Hong Kong.

case study

Volunteering

Through our staff volunteering program, we encouraged our staff to join millions of people worldwide who make a difference in their local community by volunteering each year, doing a wide range of tasks for a diverse not-for-profit organisations.

All staff are entitled to two volunteering leave days each year. Staff in Australia can volunteer for opportunities through a national program structured to enhance team-building, and staff outside Australia can use their volunteering days for an activity approved by their business unit leader.

The response from staff and members in supporting those people affected by the Victorian bushfires on Black Saturday was both immediate and sustained. It comprised activities such as fundraising; donations of money, food, blood and other critical supplies; and clearing kilometres of barbed wire fencing which had been destroyed. We set up a register on our website for members wishing to offer assistance and duly supplied the names of 130 members to facilitate matching the available skills with the assistance needed. We also prepared fact sheets/disaster recovery kits and helped assess grants/financial distribution etc.

Supporting the community and developing our CSR culture

Global Corporate Challenge

CPA Australia entered 38 teams comprising 266 employees who volunteered to take part in the 125 day Global Corporate Challenge (www.gettheworldmoving.com). Collectively they walked more than 200,000 kms, or approximately five times around the earth, and contributed an additional \$10,000 to Mission Australia. Feedback from participants indicated that they increased their walking journeys by 52% and decreased their car and motor bike use by 40%, a positive outcome for their fitness and the environment. Almost all our offices were represented.

Earth Hour

CPA Australia again took part in this global climate change initiative organised by WWF, joining millions of people in 88 countries in turning off the lights for Earth Hour www.earthhour.org on 28 March 2009 to show support for action on climate change.

Around CPA Australia's office network

During the year, members and staff in CPA Australia's divisions and branches frequently combined to undertake a variety of activities with an educational component.

In Singapore CPA Australia was silver sponsor of an event to raise funds for the Children's Aid Society in a number of academic programs for the children at its Melrose Home.

In Malaysia CPA Australia supported a series of road safety signs around schools in several locations throughout the country. The signs also serve as an extension of CPA Australia's new entry pathways campaign. <http://nowboarding.cpaustralia.com.au/>

Books were an educational favourite, with a visit to Mother Teresa's reading shelter at Buntong, Ipoh to offer book and cash donations, a book drive in Kuching for SJK C Chung Hua Sambir, Sarawak and another for the Don Bosco Children's Home Bundu Tuhan, in Sabah.

In Hong Kong/China Staff and family members took part in activities on an Oxfam Kids tour to explore poverty and sustainable development issues and experience a child's life during wartime.

Case study

Helping our professional colleagues

President Richard Petty offered CPA Australia's assistance to his counterparts in the accounting bodies of Samoa, the Philippines and Indonesia following the devastation and loss of life caused by the natural disasters in those countries.

He wrote offering his condolences on behalf of members and staff, and suggested if they had plans to assist and mentor affected businesses, CPA Australia may be able to help with their efforts, or collaborate in developing such plans.

He provided copies of our Disaster Recovery Toolkit, developed from CPA Australia's own experience of coping with disasters, most recently that of the Victorian bushfires earlier this year. It was compiled to assist the re-establishment and establishment of viable businesses in affected communities and help businesses remain viable in surrounding areas.

Professor Petty suggested other forms of assistance could include sourcing a small group of suitably qualified volunteers from CPA Australia members who could, in conjunction with local accountants and lawyers and insurance companies (and the government if applicable), offer assistance and mentoring to affected businesses. This on the ground support would be augmented with technical backup from Australia.

Susana Lauulu, the President of the Samoa Institute of Accountants (SIA), thanked CPA Australia, and advised she would pass this offer on to the Samoan Government as another source of assistance in their plans for recovery and rebuilding. CPA Australia has a Memorandum of Understanding with the SIA.



Financial performance EC1

Overview of economic value generated for the year ended 31 December 2009

Economic performance	2008 \$000's	2009 \$000's
Direct economic value generated		
Membership fees	49,272	54,664
Education and training revenue	62,775	67,942
Other	14,759	12,881
Total direct economic value generated	126,806	135,487
Economic value distributed		
Employee wages and benefits	44,230	45,499
Operating costs	80,770	86,440
Payments to providers of capital	0	0
Payments to government	0	0
Community investments	0	0
Total economic value distributed	125,000	131,939
Surplus before tax	1,806	3,548

CPA Australia - Revenue & Costs by Geographic Region for the year ended 31 December 2009

\$000's	Total										Other overseas	Total overseas	Total CPA Australia
	Australia	NZ	EG	MAL	SGP	HK	BJ	SH	Vietnam				
Total revenue	108,893	507	1,183	6,755	5,065	9,693	755	768	111	1,757	26,594	135,487	
Total costs	117,187	777	898	2,629	2,851	5,223	854	843	399	278	14,752	131,939	
Surplus before tax	(8,294)	(270)	285	4,126	2,214	4,470	(99)	(75)	(288)	1,479	11,842	3,548	

CPA Australia - Revenue & Costs by Geographic Region for the year ended 31 December 2008

\$000's	Total										Other overseas	Total overseas	Total CPA Australia
	Australia	NZ	EG	MAL	SGP	HK	BJ	SH	Vietnam				
Total revenue	104,043	348	1,096	6,366	4,369	8,323	428	478	0	1,356	22,762	126,806	
Total costs	111,611	670	779	2,677	2,686	4,641	825	738	135	238	13,389	125,000	
Surplus before tax	(7,568)	(322)	317	3,689	1,683	3,682	(397)	(260)	(135)	1,118	9,374	1,806	

Statement of financial position

as at 31 December 2009

	2008 \$000's	2009 \$000's
Total current assets	62,949	50,461
Total non-current assets	13,221	34,040
Total assets	76,170	84,501
Total current liabilities	42,551	40,644
Total non-current liabilities	1,272	7,078
Total liabilities	43,823	47,722
Net assets	32,347	36,779
Total members' funds	32,347	36,779

The economic conditions of 2009, while challenging, have not had a significant effect on the financial stability of CPA Australia. CPA Australia's core revenue streams of membership and CPA Program have not only remained strong, but grew in 2009 when compared to 2008. These core revenue streams have underpinned the 2009 result but some more market driven revenue streams were impacted by the weaker economic conditions.

Revenue

The strong operating performance in 2009 was underpinned by revenue growth of \$8.7m or 6.8%. The increase in revenue can be largely attributed to strong growth in volume of CPA Program segment sales and new member admissions, partially offset by lower training and development, interest and advertising revenue, which were impacted by the weaker economic conditions during 2009.

The organisation ended the year with 128,995 members following record new admissions of 11,903 (up 11.2% on 2008).

Revenue from CPA Australia's training and development offer was \$2.6m or 11.5% lower than 2008 with fewer events held (1,548 compared with 948 in 2008). The reduction in professional development revenue is attributable to the weaker global economy, and was not unexpected as training and development is one of the first areas of discretionary expenditure to be reduced in many organisations. The results for the last quarter of 2009 showed signs of improvement in line with improvements in the economy, particularly in Australia.

CPA Program enrolments continued to exceed the levels achieved in the prior year. CPA Program segment sales for 2009 were 57,612, up 5,916 on 2008, which resulted in an increase of \$7.8m or 19.5% in education revenue when compared to 2008.

Brand, Ethics and the Profession revenue for 2009 was \$0.7m higher than 2008, which is directly attributable to an increase in the number of Quality Assurance reviews undertaken when compared to 2008.

Other areas of revenue were below the levels achieved in 2008. The weaker economic conditions of 2009 when compared to 2008 significantly impacted the rates of interest achieved on our investments. In addition, revenue received from AusAid for the International Partnership Program was lower than in 2008.

Expenditure

Expenditure before tax was \$7m or 5.6% higher than 2008, largely due to expenditure related to the redevelopment of a CPA Program which is more competitive in the global market place, and the first phase of the Member First project which will update all of our core business systems as outlined above.

In addition, operational costs in the Corporate Services area were higher than 2008, due to higher occupancy costs across a number of properties, with some properties subject to rent reviews. As part of our continued review of our property portfolio, decisions were made to relocate our offices in Melbourne and Brisbane,

with an overlap rental payment required in the transition to the new premises and the requirement for additional office space in the Melbourne office being partially offset by lower square metre rent. Depreciation costs were also higher in 2009 as result of the first full year of depreciation for the offices relocated / renovated in 2008 and the part year of depreciation for new offices in Melbourne and Brisbane.

Staff costs across the business increased with the average number of full time equivalent employees rising by nine during the year and market pressures on salaries in 2008 flowing through in 2009 although not as significantly as in 2008.

Costs in the Brand, Ethics and the Profession area were higher than in 2008 as a result of an increase in advertising expenditure to support the revised CPA Program and an increase in our focus in key growth markets outside Australia. Higher costs also resulted from the increase in the number of Quality Assurance reviews performed during 2009.

Balance Sheet

CPA Australia's balance sheet continues to strengthen and provides the organisation with flexibility in uncertain economic times with total assets increasing by \$8.3m, the majority of which is attributable to the fit out of the Melbourne and Brisbane offices, the purchase of other technology equipment and continuing surpluses.

Independent limited assurance report to the Management of CPA Australia Ltd on the Sustainability Report 2009

What we looked at: scope of our engagement

The Management of CPA Australia Ltd ('CPA Australia') engaged us to provide independent assurance on CPA Australia's self-declaration (the 'self-declaration') in respect of the content of its Sustainability Report 2009 (the 'Report') prepared in accordance with the requirements of the Global Reporting Initiative (GRI) sustainability reporting guidelines at application level 'C+'.

What standards we used: basis of our work and level of assurance

We carried out our procedures to provide limited assurance in accordance with Australian Standards on Assurance Engagements ASAE 3000 'Assurance Engagements Other than Audits or Reviews of Historical Financial Information', issued by the Australian Auditing and Assurance Standards Board.

The evaluation criteria used for this limited assurance engagement are based on the Sustainability Reporting Guidelines ('GRI Guidelines') issued by the GRI and related information, publicly available at GRI's global website at www.globalreporting.org, in particular the requirements to achieve GRI application level 'C+' in the 'GRI Application Level' publication.

Our engagement provides limited assurance as defined in ASAE 3000. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement conducted in accordance with ASAE 3000 and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express an opinion providing reasonable assurance.

What we did: key assurance procedures

Considering the risk of material error, we planned and performed our procedures to obtain the information and explanations considered necessary to provide sufficient evidence to support our limited assurance conclusion. Key procedures included:

- Interviewing the process owners for the preparation of the self-declaration
- An evaluation of the implementation of key controls used by management in the preparation of the self-declaration and the Report
- A comparison of the content of the Report against the criteria for a self-declaration at a 'C+' level in accordance with the GRI Application Level publication.

CPA Australia's responsibilities

The Management of CPA Australia is responsible for the preparation of the self declaration, the information and statements contained within the Report, and for maintaining adequate records and internal controls that are designed to support the sustainability reporting process in line with the GRI Sustainability Reporting Guidelines. There are currently no prescribed requirements relating to the preparation, publication and assurance of sustainability reports.

Deloitte's responsibilities

Our responsibility is to express a conclusion as to whether we have become aware of any matter that causes us to believe that the self-declaration contained in the Report has not been prepared, in all material respects, in accordance with the requirements of the GRI Guidelines at application level 'C+'. This report is made solely to CPA Australia in accordance with our engagement letter dated 7 October 2009. We disclaim any assumption of responsibility for any reliance on this report to any person other than CPA Australia or for any purpose other than that for which it was prepared. In conducting our engagement, we have complied with the independence requirements of APES 110 Code of Ethics for Professional Accountants, issued by the Accounting Professional and Ethical Standards Board.

What we found: our limited assurance conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the GRI self-declaration contained in the inside front cover of the Report has not been prepared, in all material respects, in accordance with the requirements of the GRI Guidelines at application level 'C+'.

Deloitte Touche Tohmatsu
DELOITTE TOUCHE TOHMATSU

Janet Lewell

Janet Lewell
Partner
Melbourne, 11 May 2010

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Member of Deloitte Touche Tohmatsu

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