

# ACCI ANNUAL REPORT AND BUSINESS REVIEW 2013



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COMMERCE AND INDUSTRY

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# EFIC helped GCo with finance, enabling it to pursue new contracts

**While the outlook for the Australian resource sector may not be as buoyant as it once was, there are still opportunities for small and medium-sized companies in the supply chain for resource projects where the final good, such as iron ore, is exported.**

The resource sector investment pipeline remains large by historical standards, and commodity prices are still above long-term averages. However, major resource players are shifting towards an operational, rather than an investment, focus, meaning that while opportunities for subcontractors still exist, it is a more competitive environment compared to the conditions experienced during the boom period.

As a result, SMEs that are aware of and able to adapt to this shift will be well placed to pursue contracting opportunities. This is where having your tendering process and, moreover, all the finance you need to secure and support your contract, is important. This is where Australia's export credit agency, Export Finance and Insurance Corporation (EFIC), can assist.

We can help eligible Australian-based exporters, companies taking advantage of overseas investment opportunities, and overseas buyers of Australian goods and/or services. We also assist Australian SME companies involved in the supply chain for Australian resource projects where the end product is exported.

Our role is complementary to commercial lenders. We provide tailored financial solutions to support the international growth of Australian companies when the private market faces constraints.

This was the case for Western Australian electrical contractor GCo Electrical Pty Ltd (GCo).

The company needed to provide warranty bonds for its contract with Karara Mining Limited, which will produce magnetite iron ore for export. While its commercial bank, ANZ, wanted to assist a valued client, it recognised that it wasn't able to do so because of a capacity constraint and therefore



referred the client to EFIC. EFIC provided warranty bonds to cover GCo's warranty obligations for the Karara Mining berth facility.

Geraldton-based GCo specialises in industrial contracting and electrical infrastructure and also provides ongoing maintenance services and long-term labour hire.

GCo's contract with Karara relates to the electrical control systems and power supplies (including high-voltage power) for the entire Karara Mining berth facility.

'If you are a company like GCo, which is working in the supply chain for a project where the final good is exported, then EFIC may be able to supplement your bank's capacity for bank guarantees and/or working capital to help your company win and fulfill contracts,' said Leela Hanson, EFIC's Director, SME, Western Australia and South Australia.

Murray Hadley, GCo Electrical Chief Executive Officer, added that: 'EFIC did more than provide us with bonds. They helped us to deliver on one of our biggest projects.' ■

If you would like to know more, visit [www.efic.gov.au/supporting-SMEs](http://www.efic.gov.au/supporting-SMEs).

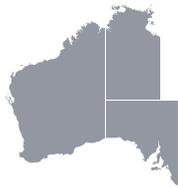
**“EFIC DID MORE THAN  
PROVIDE US WITH BONDS.  
THEY HELPED US DELIVER ONE  
OF OUR BIGGEST PROJECTS.”**

**Murray Hadley, CEO, GCo Electrical**

Securing the contract for the Karara Mining project in Western Australia was a big win for our business. It was a fantastic opportunity to showcase our contracting services to the mining and mining services industry.

With EFIC’s support, we were able to meet our financial requirements and demonstrate our ability for challenging projects.

If you are a growing Australian company working in the supply chain for a resource project with an export focus and are looking for financial support to supplement bank finance, then contact your local SME Director today.



**Leela Hanson**  
WA, SA and NT  
08 9325 7872



**Paul Tonges**  
QLD  
07 3171 3345



**Robert Dravers**  
VIC and TAS  
03 8060 4640



**Natalie Reid-Frost**  
NSW and ACT  
02 8273 5203

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# President's Message

Even though 2013 has been tumultuous, the business community turns the calendar year with signs that consumer and investor confidence are lifting, the promise of a more stable period of national government, and a change in the political conversation about business issues as a result of the Australian Chamber of Commerce and Industry's very successful '*Small Business. Too Big to Ignore*' campaign.



Richard Holyman

I was privileged to chair the committee that put together this pre-election campaign. Much planning went into our work, as we examined how conventional advocacy combined with social media could be a platform to prosecute the business case. I addressed 700 small business people at our breakfast venue at Homebush in Sydney's western suburbs on 10 April 2013, which gave us our first inkling that that something very special was happening.

When Chief Executive Peter Anderson addressed a capacity crowd at the National Press Club in Canberra on 12 June, and launched phase two of the campaign '*The BIG 4 You Can't Ignore*', we knew that the nation was listening. The event was televised live, and feedback from members and small business was overwhelming.

In the ensuing months, until election day in September, our campaign was activated at a grassroots level in states and territories, in local communities and by industry sectors. From the giant Skyboard that travelled electorates through New South Wales and the

Australian Capital Territory, to the coasters distributed in pubs and clubs, the mobile scooters and billboards in Western Australia and Victoria, the advertising in Tasmania, Queensland and Northern Territory, and the election week marginal seat breakfast in South Australia, the campaign grew voice and visibility.

By election day, just 153 days after launch, an astonishing 112,392 supporting voices had been registered on our social media hub at [www.toobigtoignore.org.au](http://www.toobigtoignore.org.au).

It would be remiss not to thank the Chambers that conceived the campaign, and the industry associations and local business groups that got behind it. The campaign held our ACCI banner high, but – more importantly – gave a voice to hardworking small business people who feel frustrated with politics and the powerful forces that over-regulate and overtax them, and that pressure them on a daily basis.

It was remarkable that, both before and after the election, major political parties

– and some minor and independent politicians – got on board and gave focus and profile to small business issues. We certainly changed the national conversation; now to change government behaviour.

I particularly thank our agency (BCM) and our National Campaign Director, John Osborn from the ACCI secretariat, for their creativity and diligence in executing the election year's best campaign – and one of the highlights of modern business advocacy.

The opportunity for ACCI and our movement is to not just convert the campaign into policy wins and lesser regulation, but to also capture its energy, and build a stronger grassroots asset – an army of small business people and their supporters – that can be mobilised if governments of either persuasion don't deliver the goods.

Important as it was, the small business campaign was just one feature of ACCI's work during 2013. This Annual Report covers our much wider activity.



Changes of government are punctuation points in the cycle, and at the year's end we lose two wonderful servants of ACCI: Chief Executive Peter Anderson, and Chief Economist Greg Evans. The service of both is profiled in this report, and we salute them.

As Deputy President and now President, I have worked closely alongside Peter Anderson for many years. His leadership of ACCI, and indeed his contribution to national leadership over 12 years with us, has been profound.

Peter's achievements are too many to mention, but he has lifted ACCI's service provision, our professionalism, our reputation, our policy impact, our teamwork, our public profile, our membership and our member participation. He has shown that ACCI can command respect and achieve impact during the life of governments of all persuasions, even minority governments, without compromising our values and policies.

Thanks to Peter, we have a bold strategic plan, an operating set of corporate values, a reputation for effective and high-impact campaigns, a website and social media presence that is a resource and marketing tool, a national magazine befitting our standing, a *CEO Update* to which the CEO contributes weekly, a Productivity Unit, regular corporate leadership functions, capacity-building activities such as seminars and master classes for members, an international chamber of commerce arm that is almost subsidy-free, a quarterly President's Report, six-monthly snapshots of activities and achievements, and a history project that acknowledges service through annual awards and leverages our past to project confidence about our future.

We have kept our international network intact despite resource demands and competitive forces. We have expanded our international reputation, including in the region. We have a stronger balance sheet, and we have reclaimed lost members and grown our network

of domestic working parties and policy forums. We now have a whole of government reform blueprint ('Getting On With Business'), a dedicated blueprint on the services economy, and an unparalleled reputation for small business advocacy.

I thank Peter for his commitment, professionalism and sheer hard work, as well as the support of his executive team.

It has been a great pleasure to serve two terms as your President of the Australian Chamber of Commerce and Industry. Over this time we have achieved much. I thank my fellow directors and all members. The next stage of ACCI's development and impact is upon us. With the strong foundation laid, we should be optimistic about our future. ■■■

**Richard Holyman**  
President

# Chief Executive's Report

2013 saw ACCI embark on the second year of our two-phase Strategic Plan 'Towards 2020'. The Plan's objectives commit us to quality policy services, secure resourcing and excellence in governance – all of which are designed to transform ACCI from being the peak council of chambers of commerce and industry associations, to being the voice of Australian business.



Peter Anderson

With diligence, planning and attention to detail, the secretariat has taken large strides on each of these fronts over the past 12 months.

Our *'Small Business. Too Big to Ignore'* campaign was a standout initiative, which delivered on its potential and illustrated how a united chamber of commerce and industry association movement, through ACCI, can truly be the voice of business. We certainly became the voice of authentic small and medium business people, from the moment the campaign was launched in front of 700 enthusiastic business owners in Sydney on 10 April, through to the announcement of the 'BIG 4 You Can't Ignore' before a capacity crowd at the National Press Club in Canberra on 12 June, to the 112,392 active voices of support that were registered at our social media hub by 7 September – election day.

If this is what can be achieved in 152 days on a relatively modest budget, imagine what is possible across the next decade under our Strategic Plan.

Successful as it was, the *'Small Business. Too Big to Ignore'* campaign was not an undertaking for its own sake, nor was it designed to redefine ACCI as a small

business organisation. Our *'Getting On With Business'* blueprint, launched at the exact halfway point of the federal election campaign, reasserted ACCI as a whole-of-economy organisation with capacity to impact the new government across all business-related portfolios. It was a blueprint developed inside our member network and secretariat, in the best traditions of ACCI and our decade-long blueprints and policy advocacy – by business, for business.

These are but two examples of quality policy services delivered in a way that made year two of our Strategic Plan a living and moving instrument around which the organisation and our members coalesced. A deeper, and more difficult, level of advocacy and business representation, however, dominated our work across the first six months of the year: defensive advocacy in the parliament, aimed at preventing the government and parliament of the day from imposing a host of regressive business costs and regulations in advance of the federal poll.

This was some of the most intense rearguard lobbying I have undertaken in my 30 years in business advocacy. We were able to successfully halt or mitigate many planned measures, such as a trade

union effort to re-impose compulsory arbitration across the economy. However, many other measures were legislated, with the government distracted by leadership instability, and minor parties and independents either consumed by political events or getting full purchase on their final moments in the political sun.

On 1 July I listed many of these measures, which have come into operation or will do so during 2014. They may not have been conceived by the Abbott Government, but they now become its responsibility to either remove, moderate or compensate with countervailing measures that strengthen the economy.

In so many other ways, this was no ordinary year for ACCI. Politics started unusually, with then Prime Minister Julia Gillard announcing a poll date nine months in advance. Until polling day, the unorthodox became the rule. Continuing leadership instability in the governing Labor Party saw an on-again, off-again aborted leadership coup in February, and then another in June that removed the Prime Minister. Compounding the instability was an exodus of cabinet members in January, in February, and in June – the likes of which the nation had

never previously experienced. By the time the federal election was called, of the 21 cabinet ministers in place at the turn of the calendar year, 14 had resigned at their own, or their party's, hand.

ACCI's secretariat could be no mere observer to these dramatic political events. While remaining non-partisan, leadership was needed from within the private sector. I spoke out publicly about the damaging impact instability and policy uncertainty have on confidence, on investment and on the economy. Operationally, our secretariat had to brief, re-brief and then re-rebrief countless ministers and ministerial advisers, as each change of political circumstance altered the risk profile of policy measures that impact business.

Our media work was unrelenting, achieving high visibility for ACCI consistent with our standing as the nation's largest and most representative business network.

While we have again briefed a new ministry and public sector in the post-election context of the new Abbott Government, the early signs are that majority government will return national governance to more orthodox decision-making and processes, but even on that, we cannot be complacent.

As demanding and draining as this extraordinary period of minority government has been, culminating in the crescendos of June and September 2013, it has been a great professional challenge and experience to impose the business case across this uncertain and fluid landscape.

ACCI's services extended not only to external advocacy. This year we again extended our member services, as we have done each year of the past six. The focus in 2013 was the establishment of ACCI's Productivity Unit based out of our Canberra secretariat, which, in June, and then again in October, supported

capacity-building workshops for executives in our member organisations, as well as strategic partnerships with institutions of excellence.

## '2013 also saw a high level of participation by members in ACCI's standing and ad hoc policy committees and working parties, in advance of three meetings of General Council.'

This was in addition to our expanded social media strategy (website, Twitter, small business campaign, Facebook and social media hub), our Corporate Leadership Series of breakfasts, luncheons and dinners with key decision-makers, our annual corporate events, our quarterly economic surveys, our pre-election survey, our publications and communication strategies (including the *Commerce & Industry* magazine, President's Report and weekly CEO Update), our support for the Chambers Business Congress and member events, and our exposure of member executives to key international forums.

ACCI's strategic objectives concerning governance saw office-bearers and executives bed down the new board and executive management group structures adopted in 2012.

2013 also saw a high level of participation by members in ACCI's standing and ad hoc policy committees and working parties, in advance of three meetings of General Council.

In addition, we further embedded our history project into ACCI's culture and activities, with the unveiling of an honour board at a special reception in Melbourne in March, and further service award conferrals. This included recognition in August of the 21st anniversary of the merger of our predecessor organisations, the Confederation of Australian Industry (CAI) and the Australian Chamber of Commerce (ACC), and a congratulatory message from staff to former CEO Peter Hendy, who was elected to the federal parliament in September.

Our expanded policy responsibilities and service provision across the year certainly stretched ACCI's financial and human resources, in both the Canberra and Melbourne secretariats.

With care and diligence, we were able to report by year's end a small surplus in operations, and a further lift in our asset base. I am pleased with that outcome, but it largely results from the effectiveness of our *'Small Business. Too Big to Ignore'* campaign, and the energy and resources it generated. It remains vital that members continue to contribute in a way and at a level that, in a more ordinary year, sustains a similarly good result.

I especially thank our Director of Corporate Services, Rozanne Crawford, and our Chief Operating Officer, John Osborn, for their contributions in this regard. Rozanne, who together with Steve Hatzis was with us at the point of merger 21 years ago, is a special lady who lives and breathes ACCI writ large.

On the human resource front, ACCI is a secretariat of wonderful and loyal professionals. Their contribution, in even

the most difficult of circumstances (and we faced some of those this year) is beyond the call of duty. We will at year's end lose a number of staff members due to the effluxion of time, the need for professionals to further develop careers, and the recruitment activities of a newly elected government.

I cannot conclude this message without acknowledging two members of my staff who have been a mainstay of my service, Kay Gilchrist and Greg Evans.

As my executive assistant for five years, Kay is a professional in the true sense of the word – hardworking, loyal and service-oriented. She has helped make ACCI the responsive, well-managed organisation it is today. I sincerely thank her, and wish her well.

Greg Evans carried a substantial burden of responsibility on the economic and industry policy front over the past nine years. Together with fellow policy directors, he also became one of the public faces of ACCI. Greg's willingness to put himself on the line on difficult issues like carbon pricing; bank finance and charges to SMEs; the federal budget; and backsliding on tax reform took tenacity, resolve and leadership. We all owe Greg a debt of gratitude, myself included, and congratulate him on his senior appointment as Deputy Chief Executive of Universities Australia.

And so to my final Annual Report message as ACCI's Chief Executive, after 12 years of service – including the past six as CEO.

It has been a period of extreme challenge, reward and growth. Almost my whole period as CEO has been served during the Rudd/Gillard/Rudd governments, including the minority government and Parliament of 2010–13. I have learned much about leadership, and sought to lead by example – an example rooted in hard

work and our five corporate values of unity of purpose, commitment to excellence, independence, integrity and respect. I have kept pressure on politicians and bureaucrats on all sides, and impacted them in the only way I know, consistent with our values: professionally, not personally.

I have invested a huge amount of energy and time in the unforgiving 24/7 media cycle to deliver to ACCI a public voice equivalent to our standing as the nation's largest and most representative business group. This has been done with one-tenth of the resources of competing voices.

I have also sought to honour ACCI's past, and project a confident future vision, while remaining grounded on the day-to-day realities of business advocacy.

In 2008, I was given the opportunity to lead an ACCI whose institutional presence was strong, and that stood for something, but that also needed to make its impact on a new political reality. These characteristics of institutional and policy strength endure; my stewardship has sought to enliven them, to modernise their application, to build a working capacity with any government of the day, and to add a new service orientation to our work. I have sought to combine leadership and service – a difficult but vital combination – to make a successful ACCI.

I am indebted to our members, especially those who have shown confidence in me, and kept joining or have rejoined ACCI during my tenure. I am proud of the fact that, when I compare our membership list today with that of 2008, ACCI has not lost one member chamber or industry association. Indeed, we have added to our number.

I am deeply indebted to my executive team and all of our staff members, past and present, especially those who have

bought into our strategic plan and my leadership and mentoring. In my absence, new leadership will emerge, from without and within. This is how it should be, and it is healthy and to be embraced.

I thank our office bearers throughout my time, especially former Presidents Peter O'Brien and Tony Howarth, who took the punt and appointed me CEO in late 2007, and subsequent Presidents David Michaelis, Richard Holyman and now Peter Hood.

And so, one final reflection. ACCI works its influence in the corridors of power, but remains grounded, knowing that we serve the business people of Australia, not ourselves. These are the risk-takers and entrepreneurs, the employers and the self-employed, the salt of the earth who create jobs and make our community what it is. I salute them, encourage them to be confident, and affirm their centrality to our nation's life.

Sincere thanks for an extraordinary journey as your servant and leader. My stewardship is completed, and with confidence and grace I hand the management of this important national institution to my successors, knowing it is in good shape.

Best wishes for prosperity and happiness to you all. 

**Peter Anderson**  
Chief Executive

# About ACCI

The Australian Chamber of Commerce and Industry (ACCI) is Australia's peak council of business organisations, and the nation's largest and most representative business organisation.



It is also the nation's longest-serving business network, with its roots traced back to the formation of the Sydney Chamber of Commerce in 1826.

ACCI members combine the historic roles of chambers of commerce and employers federations in our nation's history.

ACCI speaks at a national and international level on behalf of the nation's peak state and territory chambers of commerce and industry, and national industry associations from almost all sectors of the economy.

These significant and representative organisations make up ACCI's national member network, which represents 300,000 business owners and managers, 85 per cent of which are small and medium businesses.

ACCI stands for a free enterprise economy with a strong focus on the promotion of a world-class environment for doing business, through the encouragement of private sector investment and entrepreneurship as essential elements of a prosperous and fair society.

Through our General Council and its policy committees, ACCI's advocacy and business representation is developed democratically by and on behalf of representatives of all Australian business. These member organisations provide the mandate and authority for ACCI to be the essential connection between industry, governments, regulators, tribunals and influential policy forums, which affect the doing of business at home and abroad. 

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'ACCI speaks at a national and international level on behalf of the nation's peak state and territory chambers of commerce and industry, and national industry associations from almost all sectors of the economy'



# National Secretariat

The ACCI national secretariat is the seat of ACCI's day-to-day activities. It comprises ACCI's executives, policy advisers, communications and member services, and corporate staff. It also houses bilateral business councils and project consultants.

ACCI operates secretariats in both Canberra and Melbourne.

## SECRETARIAT STAFF DURING 2013 INCLUDED:

Chief Executive's Unit	
Peter Anderson	Chief Executive
Kay Gilchrist	Executive Assistant to the Chief Executive
Corporate Affairs Unit	
John Osborn	Chief Operating Officer
Rozanne Crawford	Company Secretary, Director Corporate Services
Leanne Haughton	Executive Assistant and Project Officer (until September 2013)
Michelle Orford	Accounting Services Manager
Charlotte Russell	Finance Administration Manager
Administrative Support	
Steve Hatzis	Administrative Assistant (Melbourne)
Samantha Goodall	Administrative Assistant (Canberra)
Kirsten Lawarik	Executive Assistant
Communications Unit	
David Turnbull	Director Communications
Dr Imogen Reid	Manager Membership Services and Marketing and Acting Advisor
Monica Mosmondor	Publications Officer and Web Administrator

### Economics, Industry Policy and Small Business Unit

Greg Evans	Chief Economist, Director Economics and Industry Policy (until October 2013)
Burchell Wilson	Senior Economist and Acting Chief Economist (from November 2013)
Dr Si Wei Goo	Senior Policy Advisor Economics and Industry Policy
Cate Clunies-Ross	Committee Secretary, and Industry Policy Researcher

### Employment, Education and Training Unit

Jenny Lambert	Director Employment, Education and Training
Stephen Bolton	Senior Adviser and National Manager Employment and Training Advisers

### Productivity Unit

Zoe Piper	Manager ACCI Productivity Unit
Will Jenkins	Research Assistant (until February 2013)
Charles Carroll	Research Assistant (until February 2013)

### Workplace Policy and Legal Affairs Unit

Daniel Mammone	Director Workplace Policy, Director of Legal Affairs
Coreena D'Souza	Executive Assistant
Carolyn Davis	Manager Workplace Health, Safety and Compensation
Toula Papadopoulos	Senior Advisor Workplace Health, Safety and Compensation
Adam Ch'ng	Advisor Workplace Policy and Legal Affairs
Marie-Luise Mick	Research Assistant, Workplace Policy and Legal Affairs (until August 2013)

### Trade and International Affairs Unit

Bryan Clark	Director Trade and International Affairs
Andrew Willcocks	Certificates of Origin Compliance Officer

### Bilateral Business Councils

Paul Gallagher	Executive Director Australia Japan Business Co-operation Committee
Marcela Bernal de Castro	Executive Assistant Australia Japan Business Co-operation Committee
Colin Mackenzie	Executive Director Australia-Malaysia Business Council Executive Director Australia-Russia Business Council
Jonathan Herps	Chief Executive Officer Australia Arab Chamber of Commerce and Industry
Ali Asgha	Office Manager Australia Arab Chamber of Commerce and Industry

# Senior Executive Group



**Peter Anderson**  
Chief Executive



**Kay Gilchrist**  
Executive Assistant  
to the Chief Executive



**John Osborn**  
Chief Operating Officer and  
National Campaign Director



**Rozanne Crawford**  
Director Corporate Services  
and Company Secretary



**Greg Evans**  
Director Economics and Industry  
Policy (until October 2013)



**Daniel Mammone**  
Director Workplace Policy  
Director Legal Affairs



**David Turnbull**  
Director Communications



**Jenny Lambert**  
Director Employment,  
Education and Training



**Bryan Clark**  
Director Trade and  
International Affairs



**Carolyn Davis**  
Manager Workplace Health  
Safety and Compensation



**Dr Imogen Reid**  
Manager Membership Services  
and Marketing

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# Governance



## GOVERNANCE

ACCI is a not-for-profit membership-based organisation that is governed by its Memorandum and Articles of Association, with strategic guidance and management oversight provided by the Board.

ACCI's Constitution was amended by members at the Special General Meeting held in Canberra on 29 November 2012. The amendments included a restructure of ACCI's Board, increasing its size, and the introduction of minimum financial obligations across several membership categories.

The amendments were made to ensure more direct involvement of members in ACCI's strategic activities, and for ACCI to be better placed to coordinate policy activities across the member network.

## BOARD

The Board comprises Directors appointed or elected by members at the Annual General Meeting. In 2013, the Board included appointments made under ACCI's amended Constitution.

For the 2013 year, Richard Holyman from the Victorian Employers' Chamber of Commerce and Industry was re-elected President, and Peter Hood from the Chamber of Commerce and Industry Western Australia was re-elected Deputy President.

### Directors during 2013 were:

Richard Holyman	President Chairman of the Remuneration Committee and the Services Awards Committee
Peter Hood	Deputy President Chairman of the Audit and Risk Committee
David Michaelis	Immediate Past President
Peter Anderson	ACCI Chief Executive Officer
John Atkins	President, Chamber of Commerce and Industry Western Australia Chairman of the Workplace Policy Committee Chairman of the Membership, Marketing and Communications Committee

Stephen Cartwright	Chief Executive Officer, New South Wales Business Chamber
Peter Kennedy	President, Master Builders Australia Chairman of the Small Business and Services Industries Policy Committee Chairman of the Economics and Taxation Policy Committee
Nigel McBride	Chief Executive Officer, Business South Australia
Peter McMullin	President, Victorian Employers' Chamber of Commerce and Industry Chairman of the Trade and International Affairs Policy Committee
Brett Moller	President, Queensland Chamber of Commerce and Industry Chairman of the Industry Policy and Environment Policy Committee
James Pearson	Chief Executive Officer, Chamber of Commerce and Industry Western Australia
Terry Wetherall	President, New South Wales Business Chamber Chairman of the Employment, Education and Training Policy Committee
Mark Stone	Chief Executive Officer, Victorian Employers' Chamber of Commerce and Industry
<b>Director who retired during the year:</b>	
Johnpaul Dimech	Director, Australian Mines and Metals Association

## Board Committees

### AUDIT AND RISK COMMITTEE

The Audit and Risk Committee provides oversight of financial management and reporting, external audit and risk management.

Appointments to the Audit and Risk Committee are made by the Board. Members of the committee were Peter Hood (Committee Chairman), and Directors Peter Kennedy, David Michaelis, and Terry Wetherall.

Each committee member has recent and relevant financial and commercial experience and an understanding of the issues relevant to the environment in which ACCI operates.

Independent audit services are provided by KPMG, which has verified that ACCI's annual accounts are a true and fair presentation of ACCI's finances and operations for the financial year 2012–13.

The Committee met KMPG on two occasions during the annual financial review process, and KMPG attends the Annual General Meeting to address member questions.

The Committee met on six occasions during the 2012–13 financial year.

ACCI's President, Chief Executive Officer and Company Secretary are not formal members of the Committee, but attend meetings by invitation.

Company Secretary, Rozanne Crawford, is Committee Secretary.

### EXECUTIVE MANAGEMENT GROUP

An Executive Management Group (EMG) was established in 2012–13 to assist implementation of the Strategic Plan, and collective activities during the federal election year.

During the year, the EMG also sat as the Small Business Campaign Committee.

Chairman of the Executive Management Group is Chief Executive Officer Peter Anderson; Chief Operating Officer John Osborn is the Secretary.

*continued on page 20*

# Why does AustralianSuper invest in infrastructure?

**Infrastructure investments are essential services that touch every Australian. Infrastructure includes water, energy or communication utilities; transport assets, such as airports, toll roads or ports; and social infrastructure, such as hospitals and schools.**

Strong infrastructure systems are vital for economic wellbeing. It's important that there are suitable investors in infrastructure assets, which is why AustralianSuper regards it as an important investment opportunity.

In fact, AustralianSuper is one of Australia's largest investors/owners of infrastructure assets, with around \$5 billion invested in infrastructure assets in Australia and overseas.

## What's the attraction of infrastructure?

There are three main reasons AustralianSuper invests in infrastructure:

1. As the country's largest industry super fund, AustralianSuper has the financial scale and expertise to invest in large, quality infrastructure assets.
2. Over time, the right infrastructure investments can reduce the level of risk and increase the returns for members. In terms of their level of risk and potential returns, we think infrastructure investments sit somewhere between shares and bonds. Over the long term, some infrastructure assets, such as energy or water utilities, provide a level of risk and return that is closer to bonds than shares because of the steady income they provide for customers. But other infrastructure investments can provide returns more like shares, which means they produce similar returns with less fluctuations than shares over time. We believe steady long-term infrastructure investments are a good match for superannuation members, who are also saving and investing over very long periods of time.
3. AustralianSuper's infrastructure investments provide important community benefits. But the fundamental investment consideration for AustralianSuper is the investment's long-term level of risk and potential return for our members.

## What are some of our infrastructure investments?

AustralianSuper has over 10 per cent of total assets invested in infrastructure worldwide, and expects this to grow in the future, as a pipeline of future projects develops.

Historically, AustralianSuper has invested in infrastructure through pooled funds with other super funds. This year, however, AustralianSuper made its first significant direct investment in infrastructure as a member of a consortium of investors that successfully bid for the 99-year leases of Port Botany and Port Kembla from the New South Wales Government. This investment is a great example of using private investment to grow essential public infrastructure in Australia.

Other Australian infrastructure investments include Pacific Hydro, which is one of the world's leading providers of hydro power and wind farms. We also own parts of Melbourne airport, Brisbane airport, Perth and Adelaide airports, the M5 motorway in Sydney, the Eastern Distributor road link in Sydney, Southern Cross station in Melbourne, the Port of Brisbane and Ecogen, which is the operator of Victoria's Newport Power Station.

Our overseas infrastructure investments include Anglian Water, Arqiva, the United Kingdom's communications infrastructure and media company, and Colonial Pipeline Company, which delivers an average of 100 million litres of fuel daily to 12 American states. ■

To find out more about how AustralianSuper invests, visit [www.australiansuper.com/investments](http://www.australiansuper.com/investments) and go to 'Investment approach and holdings'.

This document was prepared in August 2013 by AustralianSuper Pty Ltd ABN 94 006 457 987 AFSL 233788 the Trustee of AustralianSuper ABN 65 714 394 898 and may contain general financial advice that does not take into account your personal objectives, situation or needs. Before making a decision about AustralianSuper, consider your financial requirements and read the Product Disclosure Statement, available at [www.australiansuper.com/pds](http://www.australiansuper.com/pds) or by calling 1300 300 273.

Investment returns are not guaranteed. Past performance is not a reliable indicator of future returns.

# Keep your super simple.

Put AustralianSuper to work for you.

“AustralianSuper makes things easy to understand.”

Robert, AustralianSuper employer



## AustralianSuper has the solution for your workforce

For our members our goal is better retirement outcomes. For our employers we want to provide easy, efficient super management.

Whether you have simple or complex super arrangements, AustralianSuper has you and your workforce covered. Our award-winning products are great value, high quality and easy to administer.

## Compare AustralianSuper with over 100 other funds

Visit [australiansuper.com/employers](http://australiansuper.com/employers) or call us on **1300 300 273**

**It's Australian. And it's super.**

## What's in it for you?

You will benefit from our streamlined operations, including a single point of contact, clearing house facility, state-of-the-art online administration, and integrated member education.

Your employees will be with one of Australia's largest, best-known and most trusted super funds, with \$65 billion in assets, multiple investment options and 2 million members.

Run only to profit members, AustralianSuper charges low fees and has a history of strong investment performance.



*continued from page 17*

## Policy Committees

The following policy committees operated during 2013:

Economics and Taxation Policy Committee	Chairs, Peter Kennedy, Brett Moller Secretariat, Greg Evans
Employment, Education and Training Policy Committee	Chair, Terry Wetherall Secretariat, Jenny Lambert
Industry Policy and Environment Committee	Chair, Brett Moller Secretariat, Greg Evans
Workplace Policy Committee	Chair, John Atkins Secretariat, Daniel Mammone
Small Business and Services Industries Policy Committee	Chair, Peter Kennedy Secretariat, Greg Evans
Trade and International Affairs Policy Committee	Chair, Peter McMullin Secretariat, Bryan Clark

## Associated Entities

In addition, the following entities associated with ACCI operated during the year:

Campaign for Small Business	Chair, Richard Holyman Secretariat, John Osborn
International Chamber of Commerce Australia	Chair, Tony Howarth AO Secretariat, Bryan Clark
National Business Action Fund	Chair, Peter Anderson Secretariat, Rozanne Crawford
Australian Made Campaign Limited	Chair, David Gray AO Chief Executive, Ian Harrison
Australian Chambers Alliance	Chair, Peter McMullin Management Chair, Stephen Cartwright Company Secretary, Greg Pattison
ACCI Productivity Unit	Chair, David Goodwin Manager, Zoe Piper

## MEMBERSHIP, MARKETING AND COMMUNICATIONS COMMITTEE

Primary objectives of the Committee include membership promotion, marketing development and the provision of strategic advice on communications activities within the member network, and with external media. The committee has oversight of ACCI's Communication Strategy and membership aspects of the Strategic Plan.

Chairman of the committee is John Atkins, and Chief Operating Officer John Osborn is Committee Secretary.

Housed within the committee is the Communications and Public Affairs Group, established to facilitate member discussion regarding media strategies and external communication.

Secretariat support is provided to the Group by Director of Communications, David Turnbull, and Manager of Membership Services and Marketing, Dr Imogen Reid.

## REMUNERATION COMMITTEE

The Remuneration Committee is established to ensure ACCI has the capacity and human resource structure to attract and retain the best talent in a competitive national public affairs market.

Chairman of the committee was President Richard Holyman, and Company Secretary Rozanne Crawford is Committee Secretary.

## SERVICE AWARDS COMMITTEE

The Service Awards Committee considers potential candidates for a Service Award to formally recognise exceptional service to ACCI and its members.

A Service Award was presented at the 2012 Annual Dinner to former President, Neville Sawyer AM.

The award recognised Neville's outstanding service to ACCI and the business community, particularly in the manufacturing sector, for the promotion of trade skills development and for providing leadership to assist small and developing businesses.

Chairman of the Service Awards Committee is President Richard Holyman. Chief Executive Officer Peter Anderson is the Committee Secretary.

## General Council

ACCI's authoritative policymaking forum is General Council. General Council is attended by senior office-bearers and executives from ACCI's member organisations, the ACCI Board and senior ACCI executives.

Council is advised by a network of policy committees and working parties, which meet between Council meetings.

Council's core business is to determine ACCI policy on current issues in the public debate on which formal resolution is considered necessary. Policy resolutions provide a mandate for ACCI's advocacy on matters of importance to the business community.

General Council usually meets three times each year, on a national rotating basis. During 2013, General Council met in Melbourne (March), Sydney (July) and Canberra (November).

Chairman of General Council was ACCI President, Richard Holyman. 



# Strategic Plan and Communications

## Strategic Plan ‘Towards 2020’

ACCI’s new Strategic Plan ‘Towards 2020’, adopted by General Council last November, came into operation in January 2013.

The strategy seeks to take ACCI from being the peak council of chambers and industry associations to being ‘The Voice of Business’, by ACCI developing more fully as an organisation with immediate impact across all levels of industry and national affairs, together with interconnected policy services with members’ business activities, while retaining ACCI’s vision, missions and values.

During the year, key activities under the Strategic Plan included shaping the federal election’s forward policy agenda for business, cost savings to members through collective advocacy, formation of election-year strategic alliances, and the implementation of changes to ACCI’s governance structure.

An Executive Management Group (EMG), was established to assist in the implementation of the Strategic Plan and the ‘Small business. Too Big To Ignore’ campaign.

‘During the year, key activities under the Strategic Plan included shaping the federal government’s forward policy agenda for business...’

## ACCI’s Values

ACCI’s values, expressed in our Strategic Plan, articulate the way we go about our business, and the culture of our organisation. ACCI’s five strategic values are:

UNITY OF PURPOSE

COMMITMENT TO EXCELLENCE

INDEPENDENCE

INTEGRITY

RESPECT

## Strategic Priorities

ACCI’s strategic priorities under the ‘Towards 2020’ Strategic Plan are:

QUALITY POLICY SERVICES – High-quality, effective and relentless policy leadership that creates a better business environment.

SECURE RESOURCING – Financial and human resources to be and attract the nation’s best.

EXCELLENCE IN GOVERNANCE – Best practice in governance and organisation to be the peak council that chambers and associations seek to join, and be engaged, active and supportive.



## COMMUNICATION ACTIVITIES

On an almost daily 24/7 basis, ACCI is actively involved in the nation’s public policy debate across a wide range of issues impacting business.

Media monitoring figures underline the prominent position ACCI holds as the nation’s largest and most representative business group. In the 12 months to 30 June, ACCI recorded more than 1200 mentions in major metropolitan newspapers, issued 192 media releases,

conducted 63 media conferences, and held 329 radio and television interviews. ACCI Chief Executive Peter Anderson secured publication of 23 opinion articles in major metropolitan newspapers. We were also active online, with more than 120,000 visits to our website over the last 12 months, and an increasing Twitter following, which we use to broadcast our media releases and major statements.

ACCI’s voice is heard in all forms of the media, and in national, regional and local outlets.

## ACCI MEDIA 2012–13

- Daily electronic, print and online media presence
- 63 press conferences
- 192 press releases
- 329 electronic interviews
- 1228 raw print mentions
- 23 opinion pieces published

# Member Network

ACCI is more than one business organisation. It is the peak council of multiple business organisations forming the ACCI national member network. This network comprises each of the state and territory chambers of commerce and industry, and 30 national industry associations. Each organisation in ACCI’s national member network is an independent body providing a wide range of member services.



Peter Anderson, Chief Executive, ACCI and Dr Peter Holm, President, Burnie Chamber of Commerce

ACCI is Australia’s largest and most representative business network, connecting over 300,000 business representatives from all regions and all major sectors of the economy.

Our national member network means that ACCI speaks with authority and authenticity about the effect of public policy on businesses of all sizes, from sole traders to the top 100 companies; 85 per cent of ACCI’s national member network is small and medium businesses.

### SUPPORTING MEMBER ACTIVITIES

Throughout 2013, ACCI has supported numerous member-led initiatives and events. Activities have included keynote addresses, opinion pieces for industry magazines, facilitating training sessions and capacity-building workshops, and attending conferences and seminars. In addition to these activities, ACCI was heavily involved in the delivery of the Australian Business Congress, which was held on 1–2 August in Sydney. This two-day national event was attended by over 1000 delegates from business, politics and the media. International speakers included strategist Jim Collins, YouTube Founder Chad Hurley, world-renowned economist John Lipsky, and Obama campaign political strategist Rahaf Harfoush. —



L-R: C4G Chairman Harry Rijs from Patties Foods, Brendan Kingwill from BK’s Takeaway Korumburra and Traralgar, Karen Cox from GSI Bairnsdale, ACCI’s Chief Executive Peter Anderson, C4G CEO Mary Aldred, Credit Collect Managing Director Mark Answerth from Traralgon, and VECCI Gippsland Manager Terry Fitzgerald at the Small Business Campaign’s Gippsland launch.

## DURING 2013, ACCI'S NATIONAL MEMBER NETWORK COMPRISED

Chambers of Commerce and Industry		
ACT and Region Chamber of Commerce and Industry	Business South Australia	Chamber of Commerce Northern Territory
Chamber of Commerce and Industry Queensland	Chamber of Commerce and Industry Western Australia	New South Wales Business Chamber
Tasmanian Chamber of Commerce and Industry	Victorian Employers' Chamber of Commerce and Industry	
National Industry Associations		
ACCORD – Hygiene, Cosmetic and Specialty Products Industry	Agribusiness Employers' Federation	Air Conditioning and Mechanical Contractors' Association
Australian Beverages Council	Australian Dental Industry Association	Australian Food and Grocery Council
Australian Federation of Employers and Industry	Australian Hotels Association	Australian International Airlines Operations Group
Australian Made, Australian Grown Campaign	Australian Mines and Metals Association	Australian Paint Manufacturers' Federation
Australian Retailers Association	Australian Self Medication Industry	Bus Industry Confederation
Consult Australia	Housing Industry Association	Live Performance Australia
Master Builders Australia	Master Plumbers' and Mechanical Services Association of Australia	National Baking Industry Association
National Electrical and Communications Association	National Fire Industry Association	National Retail Association
Oil Industry Industrial Association	Pharmacy Guild of Australia	Plastics and Chemicals Industries Association
Printing Industries Association of Australia	Restaurant and Catering Australia	Victorian Automobile Chamber of Commerce



# Australian Business Congress Sydney 2013



BUSINESS CONGRESS WAS HELD ON 1-2 AUGUST 2013 IN SYDNEY. THIS TWO-DAY NATIONAL EVENT WAS ATTENDED BY OVER 1000 DELEGATES FROM BUSINESS, POLITICS AND THE MEDIA. INTERNATIONAL SPEAKERS INCLUDED STRATEGIST JIM COLLINS, YOUTUBE FOUNDER CHAD HURLEY, WORLD RENOWNED ECONOMIST JOHN LIPSKY, AND OBAMA CAMPAIGN POLITICAL STRATEGIST RAHAF HARFOUSH.





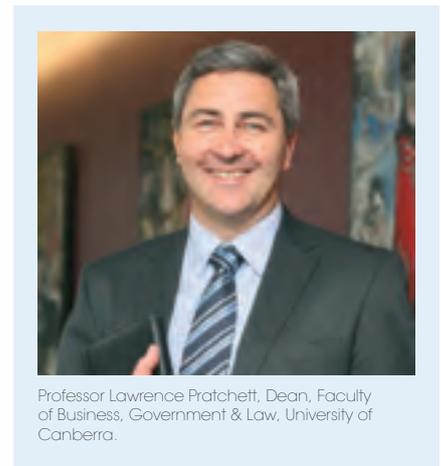
# An updated MBA post-GFC

The traditional MBA is under attack from a range of quarters:

- The global financial crisis (GFC), and subsequent critiques of its underlying causes, suggest that the business curriculum needs to focus on more than just the reckless pursuit of individual and organisational profit.
- The exporting of education from the developed countries (primarily North America, Northern Europe and Australia/New Zealand) to the emerging Asian economies appears to have reached its zenith and is now in a transition to a new order of real international partnership.
- The rise of MOOCs (Massive Open Online Courses), and the wider disruptive effects of the internet, are fundamentally changing the way students will want to study in the future and the business models that will enable courses to be offered in a sustainable way.
- The growth of for-profit educational institutions is challenging the position of conventional universities, especially in relation to business education.
- The increasing importance of external validation for business education, driven by international accrediting bodies such as EQUIS, AACSB and AMBA, pose challenges of market differentiation for many business schools seeking the quality mark from these organisations while also seeking to distinguish their products.

At the University of Canberra, the response to these and other challenges is being carefully thought through to offer a new suite of MBA and other business-related courses that are fit for the 21st-century, post-GFC, MOOC-enabled world. The curriculum is now being delivered around three core values, which, we believe, prepare students for the business world:

1. enterprise and innovation – infusing innovation, creativity and enterprising activity into everything we do, adding edge ('attitude') to both our practice and outcomes
2. social value and responsibility – challenging the institutions of business, government and law to add value to society and behave responsibly
3. sustainability – making sustainability part of everyday living, learning and working, in order to shape a more adaptive, resilient and prosperous future.



Alongside curriculum development, the way in which students can study is being reorganised around a flexible, student-centred, multinational partnership approach. The flexibility aspect is being created through the development of learning packages that can be delivered in a range of different modes – full-time, part-time, blended learning, intensive and so on – which actively encourage students to vary their mode of study during the lifetime of their course, as their needs change. The student-centred focus comes from a commitment to supporting student learning that is more focused on their needs – for example, providing real industry experience that supports their career ambitions. The international experience comes not only from ensuring that students come to our courses from a range of countries, but also that students have the opportunity to study in different regions, with our partners in locations as varied as China, Malaysia, Dubai, Europe, and even the mountain Kingdom of Bhutan!

The Canberra MBA, therefore, is becoming a truly international qualification that prepares students for the new, post-GFC global business environment. ■



Give your career a

# Power Boost

It's a tough world so it pays to enhance your career prospects with postgraduate studies. At the University of Canberra you'll enjoy professional preparation for careers in Business Administration, Management, Marketing, Accounting and Law, among others, which will help you develop your competitive edge.

Jump in and apply for Semester 1 2014

**BREAK THROUGH**

FOR MORE INFORMATION

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E [study@canberra.edu.au](mailto:study@canberra.edu.au)

**CANBERRA.EDU.AU**



**UNIVERSITY OF  
CANBERRA**

# Proudly moving Australia's produce

Shipping your products overseas can be as complex or as easy as you want it to be.

Whether you are a leading exporter of fresh produce in Australia that painstakingly picks and supplies the highest quality product to your customers overseas, or an importer of retail product into Australia that relies heavily on promotions as part of your sales strategy, you need a reliable transportation provider that has a solid understanding of what drives your business, as well as the ability to provide you with dedicated support wherever and whenever you need it.



Consider the aim of any supply chain – to deliver the right products, in the right quantities, at the right time, with minimal cost to you.

The idea behind looking at reliability in your transportation solutions is not just to take into account the question of speed, but also equipment availability and the quality of equipment provided, to ensure you have the ability to consistently plan your inventory movements, safe with the knowledge of how much of what cargo will be departing and/or arriving when.

'Reliability is an integral part of our products and services, because it improves your profitability and enables you to better plan your business. Maersk Line offers the best option of delivering your valuable cargo at the right place, at the right time and in the right

condition. This reduces situations in which you need to arrange urgent, expensive transportation or alternative sourcing, or accept lost production/sales opportunities,' says Derek Singline, the Trade and Marketing Manager at Maersk Line.

## Premium quality – a cold hard fact

Maersk Line is leading the way in reefer services by understanding the unique requirements of reefer shipments, and offering a wide range of cooling methods that is focused around the concept of cargo care.

Reefer services, such as cold treatment, controlled atmosphere and superfreezers capable of maintaining temperatures of -60 degrees, have allowed a wide variety of cargo to be transported all over the globe in peak condition, while maintaining its shelf life.



At the end of the day, there is no one-size-fits-all approach, so it is worth coming up with a few scenarios that look at the impact of different transportation solutions on your overall supply chain. It is important to partner yourself with suppliers that are reliable, understand your needs and share the same values as your business. ■

# Proudly moving Australia's produce



**Our size is your advantage** - No matter where you need to get your precious cargo, chances are we can take it there.



**Reliability** - Your cargo moved on time.



**Flexibility** - Simple, transparent solutions to adapt to your business demands.

**We mind your cargo, so you can mind your business.**

Visit: [www.maerskline.com/australia](http://www.maerskline.com/australia)  
Email: [response.australia@maersk.com](mailto:response.australia@maersk.com)



# 2013 Activities and Achievements

## REFORMING OUR ECONOMY

- Compiled real-time data on economic activity – every quarter – with surveys routinely used by the Reserve Bank and Treasury to provide indicators of national industry conditions
- Successfully built the case for 25 basis point interest rate cut in May 2013
- Led business calls for a credible deficit exit strategy in light of the 2013 federal budget forecasting seven consecutive deficits
- Highlighted a significant increase in business banking fees due to the lack of banking competition
- Increased business awareness about the impact of the carbon tax and renewable energy target on electricity prices
- Opposed the carbon tax and emissions trading schemes unless global agreement is reached
- CEO appointed as one of six to the Prime Minister's National Economic Reform Panel.

## PRE-ELECTION SURVEY

- Conducted a 2013 ACCI Pre-Election Survey to inform federal politicians about business priorities for next Australian Government; the survey garnered over 1700 responses
- The survey highlighted the growing cost of doing business as Australia's number one economic challenge.

## ANNUAL WAGE CASE

- Advocated for Australian employers in 2013 annual wage case
- Secured the lowest national wage outcome since the global financial crisis and under the Fair Work Act, saving Australian SMEs \$700 million from the union claim, and \$350 million from the average level of recently awarded rises.

## SUPERANNUATION

- Secured a discount on minimum wage increases for the 1 July rise in the superannuation levy, over trade union objections

- Convinced the federal Coalition of relief for employers from the superannuation levy rises, leading to a budget-reply promise to suspend rises in 2014 and 2015, if elected. Potential cost savings to employers: over \$1 billion
- Provided business input into government's superannuation system changes, including MySuper and SuperStream.

## MAKING FAIR WORK LAWS FAIRER

- Convinced the federal Coalition to moderate, if elected, the impact of Fair Work laws by promising to amend laws and require Productivity Commission to conduct a review
- Intervened in Fair Work Commission appeal hearings to protect individual employer and employee agreements, leading to unions withdrawing appeals.

## FIGHTING TO REDUCE LABOUR COSTS

- Successfully opposed union claims to create new public holiday penalty rates
- Strongly opposed union claims to increase apprenticeship labour costs
- Strongly opposed trade union claims to increase labour costs for junior employees in the retail industry
- Successfully supported industry members seeking increased flexibility under modern awards, which resulted in the Fair Work Commission increasing the duration of Individual Flexibility Agreements
- Strongly supported private member's bill for penalty rate relief in restaurant and retail sectors.

## PAID PARENTAL LEAVE

- Appointed to steering group to represent the private sector in review of the Paid Parental Leave Scheme (PPL)
- Advocated for employers to be relieved of administering the PPL and opposed proposals for larger companies to fund Opposition scheme through increased taxes.

## INDUSTRIAL RELATIONS

- Forced government to shelve plans to reintroduce compulsory arbitration across the economy, despite concerted union pre-election push

- Defended the integrity and use of genuine work experience programs and cautioned against heavy-handed regulatory approaches
- Successfully opposed legislative proposals supported by trade unions that would make it harder for non-permanent and casual workers to retain flexible work arrangements
- Had business input on implementation of new gender equality reporting rules
- Advocated for the Rule of Law to be upheld in the building and construction industry, and successfully convinced the federal Coalition to promise to restore the Australian Building and Construction Commission (ABCC).
- Secured a six-month deferral to 1 January before business is exposed to new workplace bullying complaints in Fair Work Commission.

### LEGAL AFFAIRS

- Successfully advocated to the new Attorney-General to defer proposals to consolidate federal anti-discrimination laws and increase litigation risk for the private sector until business and other concerns are examined
- Met senior representatives from the US Chamber Institute for Legal Reform to discuss regulation of litigation funding and class-action-based lawsuits
- Successfully opposed proposed government review of contract law underpinning commercial contracts
- Successfully opposed creation of a stand-alone statutory cause of action for breach of privacy
- Advocated to new Attorney-General the importance of maintaining Rule of Law and upholding the integrity and independence of courts and tribunals when appointments are made to justice institutions
- ACCI's Director of Legal Affairs published in the exclusive Australasian Institute of Judicial Administration (AIJA) on courts and the justice system from a business perspective.

### INTERNATIONAL LABOUR AFFAIRS

- Successfully opposed ratification of an international treaty that would allow unions to contest after-school work by persons under 18 years
- Provided international leadership for employers in a special expert meeting on forced labour at the United Nations' tripartite International Labour Organization (ILO)
- Demonstrated leadership on the international stage at the tripartite International Labour Conference, and defended Freedom of Association rights in Fiji.

### PACIFIC GROWTH AND EMPLOYMENT

- Supported Indigenous employment in PNG and Vanuatu under the Pacific Growth and Employment Project
- Delivered workshops with Australian and Pacific Island leaders.

### WORKPLACE HEALTH AND SAFETY

- Successfully secured an amendment to government legislation requiring a new asbestos eradication agency to include industry representation
- Entered an historic collaboration with beyondblue to promote awareness in the community of mental health issues for business and workers
- Managed health and safety working parties, reference groups and consultative forums, and secured major input from industry sectors
- Had high-level participation in the forums and sittings of Safe Work Australia
- Actively participated and advocated for industry in development of the Australian Workplace Health and Safety Strategy 2012–2022

### LEADING ON THE G20/B20

- Hosted International Chamber of Commerce delegations led by Secretary General Mr Jean-Guy Carrier and Chairman Terry McGraw
- Established G20/B20 dialogue with Australian business, government and the International Chamber of Commerce
- Represented Australian business at B20 meetings in St Petersburg in June.

### EMPLOYMENT, EDUCATION AND TRAINING

- Proposed reforms to the employment services market
- Launched a new promotion for employing disadvantaged and disabled workers via ACCI's 'Employ Outside the Box' project
- Successfully advocated for supplementary funds for the Australian Skills Quality Authority
- Successfully secured changes to legislation limiting absolute employer liability when persons are illegally working in Australia.



### 457 VISAS

- Led industry opposition to 457 visa changes, including evidence to parliamentary submissions and hearings
- Appointed to Ministerial Council for Immigration.

### LEADING IN PRODUCTIVITY

- Developed and launched Productivity Leadership website and collaboration platform, [www.productivityleadership.org.au](http://www.productivityleadership.org.au)
- Delivered Productivity Workshops and Leadership Forum in June, providing capacity-building opportunities for ACCI members
- Consulted 27 organisations to inform development of Productivity Leadership Program Plan.

### PARTNERING WITH INDUSTRY

- Co-branded with Herbert Smith Freehills on their 'Employment and Workplace Relations in Australia' handbook
- Supporting partner of the Bloomberg Australia Economic Partnership Summit in April
- Supporting partner of the Australian Institute of Superannuation Trustees' Employer Engagement Symposium in May
- Supporting Partner of The Economist's Bellwether Series: 'Credit Where it's Due' in July.

### SECURING TRADE WITH ASIA

- Direct business input into the 'Australia in the Asian Century' review and the five key market strategies
- Led and completed business-to-business talks with Indonesia on the development of the Indonesia-Australia Cooperative Economic Partnership Agreement (IA-CEPA) paralleling government trade talks
- Implemented the APEC travel card business bona fide scheme to support business applicants

- Engaged with DFAT on the Trans-Pacific Partnership and all other preferential trade agreement negotiations
- Campaigned for harmonised approaches to FTAs in our region – in particular in relation to dispute resolution, rules of origin, and administrative procedures
- Represented Australia at the Confederation of Asia-Pacific Employers
- Developed the CACCI policy paper on food security
- Continued engagement with DFAT about the Indian Ocean Rim Association for Regional Cooperation, and in support of Australia's role as Chairman from November 2013
- Participated in the Russian G20 administration through the B20
- Invited to participate in the Australian B20 Leadership Group.

### AUSTRALIAN INDUSTRY HEARD GLOBALLY

- Represented industry at the B20 summit in Russia, June 2013
- Led industry submissions to Senate Inquiry into Indian Ocean Rim
- Represented Australian business at meetings of International Chamber of Commerce, International Organisation of Employers, International Labour Organisation, and OECD
- Represented Australia at the Confederation of Asia Pacific Chambers of Commerce and Industry in Cebu, Philippines
- Hosted separate visits by ICC's new Chairman, Terry McGraw, and the Secretary General, Jean-Guy Carrier, focused on the G20
- Presented Australian business views to the Trans-Pacific Partnership negotiations in Singapore
- Maintained pressure on government to reverse its position so property rights in trade agreements are protected

- Actively participated in the Senate Inquiry into the Indian Ocean Rim
- Resisted legislative changes to Export Market Development Grant Scheme
- Presented, on behalf of Australian business, at the World Chambers Congress in Doha on the G20/B20
- Participated in Inter-American Development Bank's initiative on harmonised rules of origin in FTAs
- Successfully commissioned Australian Tradelinks website.

### NATIONAL PRESS CLUB ADDRESS

On 12 June 2013, ACCI Chief Executive Peter Anderson presented a nationally televised address to a sellout audience of over 250 business people, journalists and politicians at the prestigious National Press Club in Canberra. Peter took this opportunity to launch the *'BIG 4 You Can't Ignore'* policy document, which was part of the *'Small Business. Too Big to Ignore'* election campaign.

### MENTALLY HEALTHY WORKPLACE ALLIANCE

In 2013 ACCI became an inaugural member of the Mentally Healthy Workplace Alliance – an alliance of like-minded

organisations committed to developing and maintaining positive mental health practices in the community.

A 'mentally healthy workplace' promotes and protects employee mental health and can have a positive impact on productivity, performance, staff retention and being perceived as an employer of choice.

Among other aims, the Alliance seeks to:

- promote the benefits of creating mentally healthy workplaces
- promote the implementation of good practice in businesses
- develop resources that provide practical guidance to businesses to help create mentally healthy workplaces.

ACCI has a longstanding relationship with mental health organisation beyondblue. This collaboration focuses on sharing good mental health practices in Australian workplaces, large and small. In 2013 ACCI established a specific Business Advisory Forum within its Australia-wide network that actively supports this work.

ACCI is proud to be a founding member of the Mentally Healthy Workplace Alliance. 



Peter Anderson, Chief Executive, ACCI and Kate Carnell, Chief Executive Officer, beyondblue

# 'Small Business. Too Big to Ignore' campaign



'It's amazing the role small business is playing in this election – greater than any previous election.' Malcolm Farr, National Political Editor for news.com.au – *Insiders*, Sunday 25 August 2013.

For the first time in modern Australian history, small business united for a national grassroots campaign in the lead-up to the 2013 federal election and beyond.

Led by the chambers of commerce and supported by the industry association

movement across Australia, the '*Small Business. Too Big to Ignore*' campaign featured press, radio, television and online advertising, as well as activities and events in metropolitan and regional Australia between 10 April and 7 September 2013.



'At the heart of the campaign was a genuine grassroots movement, driven by social media and an innovative online social aggregator..'



At the heart of the campaign was a genuine grassroots movement, driven by social media and an innovative online social aggregator that dynamically brought together posts, images and videos at [www.toobigtoignore.org.au](http://www.toobigtoignore.org.au). Uniting the many voices of small business around the country, the campaign's aim was to change the attitudes and actions of politicians and governments, and to show them that, together, small business is too big to ignore.

What 2UE's Paul Murray called 'a spectacularly effective campaign' included a highly coordinated national program of advertising, events, media, online engagement and the colossal month-long small business SkyBoard road show – led by the NSW Business Chamber using the southern hemisphere's largest mobile billboard, covering thousands of kilometres and stopping at 64 towns.

ACCI President Richard Holyman officially launched the campaign in April, in

Sydney, to an audience of more than 700 small business operators. Richard is himself a successful small business person, and he was joined on stage by chamber of commerce chief executives and small business operators from around the country.

By election day, the campaign had gained significant momentum in traditional media and online, with a remarkable 112,392 supporting voices represented on the [www.toobigtoignore.org.au](http://www.toobigtoignore.org.au) website after just 152 days of campaigning.

During the campaign, the then government's and Opposition's responses to the central 'Too Big to Ignore' message and the 'BIG 4 You Can't Ignore' policy demands were very encouraging, with both sides of politics openly endorsing the campaign.

ACCI Chief Executive Peter Anderson used his speech at the National Press Club on 12 June to launch the 'BIG 4 You Can't Ignore' policy document.

### THE BIG 4 YOU CAN'T IGNORE ARE:

1. Cut down on the red tape
2. Simplify the tax system
3. Make it easier to employ people
4. Build better infrastructure.

Each of the 'BIG 4' policy priorities are embedded into ACCI's 'Getting On With Business' 2013 policy blueprint, which was launched at the exact midpoint of the federal election campaign and distributed to politicians, regulators and senior government officials.

What made the campaign stand out from other initiatives were the real small business people – not actors – and the real stories of hardship and struggle – not scripted advertisements.

To all our campaign supporters, we sincerely thank you. 



L-R the Hon Tony Abbott MP, Prime Minister of Australia, Peter Anderson, Chief Executive, ACCI and Richard Holyman, President, ACCI



Peta Credlin, Chief of Staff, the Hon Tony Abbott MP and Kay Gilchrist, Executive Assistant to the CEO, ACCI

## ACCI Corporate Leadership Series

ACCI's Corporate Leadership Series is a set of exclusive, intimate events designed to facilitate thought leadership and networking between ACCI members, business leaders globally and nationally, the media and politicians. Attendance is by invitation only.

During 2013, ACCI successfully delivered six corporate leadership events aimed at providing our members with access to high-level, high-profile national and international figures. These included Mr Terry McGraw, Chairman and CEO of McGraw Hill Companies; Mr Jean-Guy Carrier, Secretary-General, International Chamber of Commerce; Glenn Stevens, Governor of the Reserve Bank; and Senator the Hon. Eric Abetz, Minister for Employment. 



L-R John Atkins, Chair ACCI Workplace Policy Committee and ACCI Board member, Senator the Hon Eric Abetz, Minister for Employment and Peter Anderson, Chief Executive, ACCI

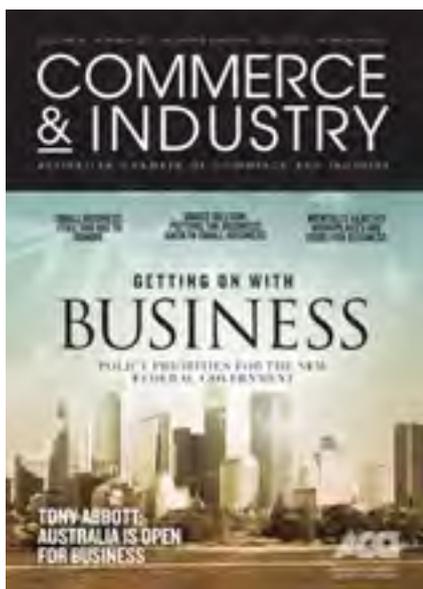


L-R: Guest, Cynthia Braddon, Vice President Government Affairs, McGraw Hill Financial, Harold (Terry) McGraw III, Chairman, International Chamber of Commerce and Chairman and CEO, McGraw Hill Companies and Terry Wetherall, President, NSW Business Chamber

# 2013 Member Services

Member service is a cornerstone of ACCI's work. In 2013, our services include highly effective policy development, advocacy and representation, coupled with networking and thought leadership events. These services focus on the regulatory, trade, workplace and economic issues that impact the private sector.

ACCI is proud to support and profile the work done and services delivered by the nation's state and territory chambers of commerce and industry, and our network of national industry associations.



## During 2013, ACCI's member services included:

- Delivery of six ACCI corporate leadership events
- Direct member input into policy work
- ACCI's 'Getting on With Business' policy blueprint
- 'Small Business. Too Big to Ignore' campaign
- Access to timely economic data via our four quarterly economic surveys
- Regular member bulletins, circulars, briefs and alerts
- Policy snapshots
- Co-branded Herbert Smith Freehills 'Employment and Workplace Relations in Australia' guide
- Member co-branding initiatives
- National and international business representation, including ICC, IOE and BIAC
- Regular communication updates
- Joint advocacy to strengthen member voice
- Speeches and support to member forums
- Articles in member publications
- Member contributions in ACCI's national magazine – *Commerce & Industry*
- Weekly CEO Update for members
- Regular President's Report
- Chambers administering APEC business card scheme
- With International Chamber of Commerce Australia, policy seminars related to G20/B20 advocacy
- Member meetings and networking
- Project delivery
- Participation in capacity-building workshops and forums

# ACCI Productivity Unit

The Productivity Leadership Program has been established by ACCI with the assistance of funding from the Department of Employment.



Zoe Piper, Manager Productivity Unit, ACCI and Henry Skene, Partner, Seyfarth Shaw LLP

Established in January 2013, the ACCI Productivity Unit is made possible by the Productivity Education and Training Fund (the PET Fund). It aims to create a long-term program of education and skills development to support cooperative and productive workplaces.

Specifically, the PET Fund is focused on:

- the role that cooperative and consultative processes and policies play in generating improved productivity at the workplace, and practical measures that give effect to these issues
- providing skills to employer representatives to engage with employers and employees on productivity, work organisation, the balance between work and life, and the generation and sharing of productivity gains
- the role that productivity issues play in enterprise bargaining
- the importance of leadership in building safe, fair and productive workplaces, how employer representatives can contribute to good leadership in workplaces, and training leaders
- the continuing successful operation of the workplace relations system.

## Productivity Leadership Program

The Productivity Leadership Program is focused on working with Australian businesses in relation to the key drivers of productivity:

- Management and leadership
- Human capital
- Innovation and technology
- Sustainability
- Trade.

Throughout 2013, ACCI's Productivity Unit delivered three productivity forums/capacity-building workshops to ACCI members.

## PRODUCTIVITY LEADERSHIP FORUM

The first ACCI Productivity Leadership Forum was held on 11–13 June 2013 in Canberra. Its focus was on members' professional development, with attendees engaging with business and academic leaders on best practice and the latest productivity research. Guest speakers included Jonathan Sörum, Strategic Partnerships Manager, Google Enterprise; Peter Harris, Chairman, Productivity Commission; and Professor Roy Green, Dean, UTS Business School.

## ACCI WHS LEADERSHIP AND CULTURE WORKSHOP

ACCI's Workplace Health and Safety (WHS) Leadership and Culture Workshop was held on 18 October in Melbourne. This one-day workshop focused on member capacity-building – providing tools to ACCI members on how to create and maintain positive WHS cultures and productivity improvements.

## PRODUCTIVITY BARGAINING INTENSIVE WORKSHOPS

On 31 October and 11 November 2013, ACCI held one-day professional development Productivity Bargaining Intensive Workshops in Melbourne.

Led by Henry Skene, partner at one of Australia's newest international law firms, Seyfarth Shaw Australia, this workshop equipped members with the strategies and tactics to achieve productivity gains in enterprise bargaining. It also assisted members to guide the business sector to develop and drive this crucial capability. ▬▬▬

# Time to strike for small business

BY JOSEPH HEALY, GROUP EXECUTIVE, BUSINESS BANKING, NATIONAL AUSTRALIA BANK

**As I reflect on the past year, I note that the Australian economy has now recorded 22 years of economic growth, we have historically low unemployment rates, a low inflation rate and the economic outlook is fairly positive; however, despite these facts business confidence continued to remain low.**

An important question that has been raised around boardroom tables over the past 12 months is whether this change is cyclical or structural. I would argue that it is a structural change, and one the Australian economy has not seen for some time.

What is not up for debate however, is that the way businesses respond to these challenges will play an important role in their future success and in the future of the Australian economy. Importantly, I believe now is the time for the business community to capitalise on changes and look more positively to the future.

While it's important for the business community to be realistic in their outlook, in my view it is also equally important not to be too pessimistic, thereby feeding the cycle of gloom which saps confidence and creates a self-fulfilling prophecy.

However we are starting to see some green shoots. As our country's larger companies emerge from a significant period of deleveraging and transition to addressing productivity, we are seeing early signs of investment outlay.

This is good news for the broader economy and sends a very powerful message to the nation's small businesses who have proven to be remarkably resilient in how they manage their business. Now is the time for them to act too.

We have a vibrant and dynamic small business community – there are more than two million small businesses employing close to five million people. This makes small business the largest employer of any sector in the Australian economy.

Yet despite their importance to Australia's economic prosperity, small businesses have not had the confidence or the fortitude to invest. Small businesses must recognise the opportunity their larger counterparts are seeing, and ensure that they too take advantage.

A lack of investment – be it a focus on innovation, adapting their business model or accelerating productivity improvements – can have serious long-term implications. Rejuvenation is critical to future success.

When speaking to small businesses across the country I have seen some great examples of companies evolving to fit the environment they're operating in. Further, these businesses are more positive in their outlook.

From our perspective, providing access to credit to small businesses on fair terms is vital to a healthy economy. It helps those businesses grow, which in turn creates employment which leads to the creation of wealth.

It's up to small businesses now to dust off their growth plans and take advantage of the structural change that's taken place in many parts of our economy. ■



Joseph Healy

more give, less take



## **We see Australian business. You see commitment.**

Australian business needs long-term commitment to succeed. That's why NAB supports our customers through the ups and the downs. And we prove it every day, by lending more to businesses than any other bank.

**Talk to a NAB Business Banker on 13 10 12.**

[nab.com.au/australianbusiness](http://nab.com.au/australianbusiness)

# Why are MBAs crucial to the future of business?

**Successful businesses need to invest in their next generation of leaders.**

This is a principle well understood by companies such as BHP Billiton, Wesfarmers, and Woodside. But increasingly, small and medium-sized businesses are also encouraging their early- and mid-career staff to enrol in a Master of Business Administration (MBA).

The University of Western Australia's Winthrop Professor, David Day, has worked on leadership development with organisations including Infosys, the Singapore Armed Forces, the United States Army and Wesfarmers.

As the Woodside Chair in Leadership and Management at the UWA Business School, and a professor on UWA's MBA program, Professor Day says quality leadership training is essential for any leader's development.

'It is not enough just to participate in a developmental experience aimed at enhancing leadership effectiveness; one must make the most of these experiences in terms of learning from them, which is not always easy, inevitable, or uniform across individuals,' he explained in a recent article in *The Leadership Quarterly*.

And that's where an MBA comes in.

At the UWA Business School, MBA students are given ongoing opportunities to participate in leadership development exercises, receive personalised feedback, and put their new skills into practice.

Dr Michele Roberts, the UWA Business School MBA Program Director, says the School's MBA emphasises the importance of 'soft skills' such as self-awareness and teamwork skills, alongside traditional business knowledge.

'What employers are increasingly asking for, and what makes top MBA graduates stand out from the crowd, is demonstrated skills and attributes – for example, integrity, self-confidence and a determination to succeed,' Dr Roberts says.

'This is why we have recently introduced LAUNCH, a personal and career development module designed especially for our MBA students.

'Developed by the Accelerated Learning Laboratory@UWA, LAUNCH uses a combination of psychology, personalised feedback and experiential activities to help MBA students gain a greater understanding of their personality, values, strengths, and other areas that enable them to better manage themselves and others.



UWA Business School MBA Program Director Dr Michele Roberts

'These leadership skills are further developed throughout the MBA; and not only in the classroom. Our students have access to a range of professional development and networking opportunities, such as attending guest lectures, seminars and workshops, and – for our high achieving students – attending boardroom lunches hosted by executives from our corporate partners, which include BHP Billiton, Ernst & Young, Wesfarmers and Woodside.'

These real-life situations give MBA students the opportunity to put their skills into practice, supporting each individual's unique leadership development trajectory and allowing them to excel within their organisation.

Ultimately, the result is well-rounded, confident employees who will combine their high-level leadership skills with deep company knowledge.

That's why, for an increasing number of companies, it's making good business sense to invest in their top performing employees by supporting them through an MBA. ■

## Trust a world business leader to develop your future leaders

Mr Steven Landry  
Managing Director and Chief Operating Officer,  
ATCO Australia



If your organisation is committed to international-standard succession planning, The University of Western Australia is able to help you take your top people even further.

Our EQUIS and AACSB-accredited Business School, within our World Top 100 university, can fast-track your most capable future leaders via our full-time, intensive MBA course.

Beyond the opportunity to develop top-level contacts and an international perspective, in one of the world's foremost resources and energy regions, they'll enjoy many other substantial benefits.

Each UWA MBA student receives elite-calibre general management training in all key business areas.

On top of this excellent broad-base we build their core leadership skills and enhance them further in our unique personal and career development module, LAUNCH, which has been developed by the Accelerated Learning Laboratory@UWA.

LAUNCH uses a combination of psychology, personalised feedback and experiential activities to help students gain a greater understanding of their personality, values, strengths and other areas which enable them to better manage themselves and others.

The innovative program lays the strong foundation upon which the many

important advanced leadership skills are developed and fine-tuned.

And finally, we provide a resources-industry-focus, made all the more valuable by the University's location in "Australia's most global city in terms of energy" (Committee for Perth Research Report – 2013).

Each full-time, intensive MBA student will work on a real industry project with a leading company, and have direct contact with its senior leadership team members.

Our internationally respected MBA also delivers other unique opportunities to connect with, and learn from, the senior management in our partnering international companies such as ATCO, BHP Billiton, Woodside and Wesfarmers, to name but a few.

In short, a UWA Business School MBA will transform your top employees into holistic leaders capable of excelling in today's increasingly global marketplace.

For more detailed information on the University and its beautiful riverside campus, and to apply for the 2015 intake (applications open in January 2014), contact Dr Michele Roberts, UWA MBA Program Director, on +61 8 6488 5886 or email her at [michele.roberts@uwa.edu.au](mailto:michele.roberts@uwa.edu.au)

Or visit the comprehensive website at [mba.uwa.edu.au](http://mba.uwa.edu.au)



# Policy Development and Advocacy

'Particular tribute ... to the chief of the Australian Chamber of Commerce and Industry, Peter Anderson, who has been a tremendous apostle of good policy, a tremendous advocate for small business. He and I have worked together very closely over quite a few years now... Peter, you do a terrific job and thank you so much for the contribution you've made to our country.' Prime Minister the Hon Tony Abbott MP

## ACCI POLICY BLUEPRINT: GETTING ON WITH BUSINESS

The ACCI blueprint '*Getting On With Business: Reform Priorities for the Next Australian Government*' was released on 21 August at Parliament House in Canberra – a date that marked the midway point of the 2013 federal election campaign.

The blueprint calls for a whole of government reform agenda targeting five national priorities: A Stronger Economy; Raising Productivity and Competitiveness; Accessing Global Markets; Better Functioning Institutions and Supporting Small Business. The overarching focus is building the confidence and capacity of the private sector.

Some of the specific recommendations in the blueprint include:

- a root-and-branch review of government spending
- targeted privatisations
- greater workforce participation with less welfare reliance
- wider childcare access
- national literacy and numeracy standards in schools
- lower and better targeted taxes as budget conditions permit
- more competitive banking and energy markets
- public-private partnerships for infrastructure and R&D
- more private sector people in government and parliament
- tertiary education spending linked to industry skill needs

- changes to the Fair Work Act
- realistic penalty rates in service industries
- restoration of employer incentives for offering apprenticeships
- a review of future superannuation levy rises
- concerted efforts to complete FTAs with China and Korea
- economic partnership agreements with Indonesia and Indian Ocean Rim countries
- global agreements on services and on trade facilitation. 





### ECONOMIC REFORM

- Analysing domestic and global economic data to profile the underlying economic trend and uncertainty
- Highlighting policy challenges transitioning from resources-led growth to a more broad-based growth
- Contending for the importance of reducing federal government spending to ensure the sustainability of the Federal Government Budget
- Timely analysis of current trading conditions and business sentiment through:
  - » ACCI-Westpac Survey of Industrial Trends, which is the longest-running private sector business survey in Australia since 1961
  - » Quarterly Survey of Investor Confidence, which specifically focuses on the latest sentiment and constraint on business investment
  - » Quarterly Business Expectations Survey, which is the most comprehensive private sector survey in Australia, with around 3000 respondents
  - » Quarterly Small Business Survey, which specifically focuses on the difference in conditions and sentiment facing small businesses versus their larger counterparts
- Regular meetings and information exchange with members on current trading conditions and challenges facing businesses in different states, industries and business sizes
- Holding a successful joint committee meeting of ACCI members at Parliament House, which was attended by Rudd Government ministers and Coalition shadow ministers

- Calling on the Reserve Bank to further reduce the official cash rate, given challenging conditions facing Australian businesses as indicated in the timely business surveys
- Analysing the impact of increasing banking fees on small business
- Highlighting the red-tape burden on Australian businesses, through the inaugural ACCI National Red-tape Survey
- Profiling business concerns about the shortcomings in regulatory processes
- Conducting the triennial ACCI Pre-Election Survey to inform what business needs from the new Australian Government
- Meeting with the International Monetary Fund and the OECD during their annual consultations about the outlook of the Australian economy.

### TAXATION POLICY

- Expressing concern about the government's 2013–14 Budget extending monthly PAYG income tax instalments to include all large entities, including trusts, superannuation funds, sole traders and large investors
- Contending that meaningful business tax reform can only be achieved through an independent review of government expenditure that lowers the overall tax burden
- Calling on the incoming government to reduce personal income tax burden and nominate a timetable for company tax reduction as fiscal circumstance allowed; and to streamline taxation administration and compliance.

**CARBON PRICING AND ENERGY POLICY**

- Opposing the unilateral carbon tax, including the earlier move to an emissions trading scheme
- Advocating for binding global agreement as a precondition for the Australian carbon price
- Supporting emissions mitigation through technology, innovation and energy efficiency measures
- Highlighting the inability of small business to pass on cost increases due to the carbon tax
- Arguing for the 20 per cent Renewable Energy Target to be abolished
- Underlining the drivers of surging electricity prices and their impact on businesses in recent years
- Arguing the case for continuous access to affordable, clean, efficient and sustainable energy supplies, and the neutrality of energy sources
- Calling for Australia’s climate change policy to be considered in conjunction with the wider objectives of developing a prudent energy policy
- Increasing industry awareness of sustainability and energy efficiency
- Highlighting barriers to energy efficiency uptake by individuals and firms, including the lack of information and resources.



L-R Scevole de Cazotte, VP - International Initiatives, U.S. Chamber Institute for Legal Reforms, Daniel Mammone, Director Workplace Policy and Legal Affairs, ACCI and Patrick Fazzone, Partner/Member at Montgomery Fazzone & Taylor PLLC



L-R Natalie Spark, Senior Associate, Herbert Smith Freehills, Daniel Mammone, Director Workplace Policy and Legal Affairs, ACCI, Tony Wood, Partner, Herbert Smith Freehills and Peter Anderson, Chief Executive, ACCI



L- R Harold (Terry) McGraw III, Chairman, International Chamber of Commerce and Chairman and CEO, McGraw Hill Companies, Senator the Hon Penny Wong, Labor Senator for South Australia and Peter Anderson, Chief Executive, ACCI



ACCI Workplace Policy Committee 2013 with Senator The Hon Eric Abetz, Minister for Employment

## ECONOMICS AND INDUSTRY POLICY SUBMISSIONS

- Pre-Budget submission to the Treasury
- Submissions to the:
  - » Productivity Commission Inquiry into Regulator Engagement with Small Business
  - » Australian Energy Regulator's Better Regulation Program Draft Expenditure Incentives and Consumer Engagement Draft Guidelines
  - » Climate Change Authority Emissions Caps and Target Review.

## WORKPLACE POLICY

- Led the employer case in the Fair Work Commission Annual Wage Review (AWR), and securing the lowest national wage outcome since the global financial crisis and under the Fair Work Act 2009
- Securing a wage-fixing principle in the 2013 AWR case to recognise the progressive increase in the superannuation guarantee levy from nine per cent to 12 per cent against increases to minimum wages
- Successfully delayed the commencement of a national bullying jurisdiction within the Fair Work Commission, while strongly advocating for a broader two-year delay to allow Safe Work Australia to develop nationally consistent guidelines
- Leading industry dialogue with the Fair Work Commission on workplace bullying jurisdiction, and convening a multi-stakeholder meeting for industry, including inviting pre-eminent legal experts to discuss implementation issues
- Continuing to advocate for employers to be relieved of the mandatory paymaster for administering the government's Paid Parental Leave scheme, and to oppose proposals for employers to fund the Opposition scheme through increased taxes on business
- Assessing impact and outcomes of fair work laws
- Highlighting adverse impacts on employers' capacities and rights – particularly in bargaining, industrial action, agreement-making, right of entry, and termination of employment
- Ongoing assessment of productivity, employment, cost and efficiency impacts of fair work laws
- Establishing an evidence-based case for significant amendments to the fair work laws
- Developing broader analysis of desired workplace regulation for the coming decade
- Continuing to actively lead the business case for reform of the fair work laws as the government implemented recommendations flowing from an external review report of the fair work laws
- Successfully opposing government proposals to reintroduce compulsory arbitration into the IR system



- Successfully lobbying the federal Coalition to moderate the impact of the fair work laws by promising to amend the laws in a number of key areas, and to require the Productivity Commission to conduct a broad-ranging and independent review of the fair work laws
- Actively participating in a significant two-year review by the Fair Work Commission of modern awards, and advocating against new labour costs sought by trade unions while supporting applications to reduce the impact of higher penalty rates in services industries, and reduce uncertainty in award compliance
- Securing government funding to assist employers in the forthcoming four-year review of modern awards, due to commence in 2014
- Strongly supporting a private member's bill, which would provide relief for small business from paying penalty rates under modern awards in restaurant and retail industry sectors
- Advocating for the Rule of Law to be upheld in the building and construction industry
- Regularly meeting and exchanging information with members on workplace policy, including domestic and international matters
- Assessment and communication of legislation, tribunal and court decisions on workplace policy matters
- Assessment and input into government proposals for ratification of international labour conventions
- Successfully opposing government proposals to ratify an international labour convention affecting the employment and training of young people



John Osborn, Chief Operating Officer, ACCI and Greg Vines, Deputy Director General, International Labour Organization

- Joint project management for ILO of Pacific Growth and Employment Project
- Hosting of international delegations and guests
- Participation and leadership in the ILO's expert meetings and representing the interests of Australian and Asian employers at the International Labour Conference in Geneva, Switzerland

- ACCI Chief Executive Peter Anderson representing Australian employers internationally on the ILO's Governing Body
- Regular engagement with the Office of the Fair Work Building Inspectorate (Fair Work Building and Construction), the Fair Work Ombudsman, the Fair Work Commission, the Australian Taxation Office, the Australian Human Rights Commission, Standards Australia and officials from various federal departments
- Providing the special welcome address to new appointees of the Fair Work Commission on behalf of the ACCI member network and the Australian business community
- Endorsing the 2013 employment law guide published by national law firm Herbert Smith Freehills, and supporting the launch of a publication on immediate former Fair Work Commission President, Geoffrey Guidice, by Deputy President Reg Hamilton
- Provided capacity-building opportunities for ACCI members over two days of specialist workshops, including presentations by leading IR legal practitioners, policy specialists and a member of the Fair Work Commission
- Hosted a number of significant guest speakers to address members through numerous policy forums, including members of parliament, senators, the ILO Deputy Director-General, the Fair Work Ombudsman, officials and members from the Fair Work Commission, pre-eminent legal practitioners and academics
- ACCI Chief Executive Peter Anderson special address to the International Labour and Employment Relations Association 8th Asian Regional Congress.
- The Fair Work Amendment (Better Work/Life Balance) Bill 2012
- Protecting Local Jobs (Regulating Enterprise Migration Agreements) Bill 2012
- Fair Work Amendment Bill 2013
- Fair Work Amendment (Tackling Job Insecurity) Bill 2012
- Sex Discrimination Amendment (Sexual Orientation, Gender Identity and Intersex Status) Bill 2013
- Workplace Gender Equality (Matters in relation to Gender Equality Indicators) Instrument 2013 (No.1)
- Fair Work (Registered Organisations) Amendment (Towards Transparency) Bill 2012
- Fair Work Amendment (Small Business-Penalty Rates Exemption) Bill 2012
- Superannuation Legislation Amendment (Service Providers and Other Governance Measures) Bill 2012.

## REPRESENTATION ON WORKPLACE BODIES

- National Workplace Relations Consultative Council
  - International Labour Affairs Committee
  - Committee on Industrial Legislation
  - Paid Parental Leave Research Steering Committee
  - Workplace Gender Equality Agency Implementation Consultation Group
  - Fair Work Commission Minimum Wage Research Group
  - Fair Work Commission Australian Workplace Relations Study Steering Group
  - Appointment to the government's drafting panel to prepare draft model rules for registered industrial organisations
  - Fair Work Commission Termination of Employment User Group
  - Coalition Working Party on Restoring the Australian Building and Construction Commission
  - Sex Discrimination Commissioner's Pregnancy Discrimination Reference Group
  - Defence Reserves Support Council.
- ## WORKPLACE SUBMISSIONS AND ADVOCACY
- Fair Work Commission Annual Wage Review 2013
  - ACCI National Employer Survey on the impact of minimum wage decisions
  - Intervention in a second trade union Equal Pay Case in the child care sector
  - Two-year review of modern awards by the Fair Work Commission, including participation before all major Full Bench proceedings both supporting member applications and opposing trade union applications
  - Intervention before the Road Safety Remuneration Tribunal
  - Paid Parental Leave Scheme statutory review
  - Australian Law Reform Commission inquiry into legal barriers to mature age persons

## SUPERANNUATION REFORM

- Representing interests of employers in the compulsory superannuation system
- Successfully lobbying the federal Coalition for relief for employers from the superannuation levy rises, leading to a budget-reply promise to suspend rises in 2014 and 2015, leading to prospective cost savings for employers of over \$1 billion
- Membership and representation of employer interests (via Dick Grozier, New South Wales Business Chamber), on the ATO's Superannuation Consultative Committee, the Stronger Super Peak Consultative Group, and related advisory groups
- Submissions and advocacy in response to legislation implementation of MySuper and SuperStream government's Stronger Super reform package.

## LEGAL AFFAIRS

- Assessment and communication of significant legal developments affecting the business community
- Successful opposition to the exposure draft Human Rights and Anti-Discrimination Bill 2012 (consolidation bill)
- Publication in the Australasian Institute of Judicial Administration on courts and the justice system from a business perspective
- Advocacy and leadership on the Attorney-General's National Round Table on People Trafficking
- Collaboration with the United States Chamber of Commerce's Institute for Legal Reform and supportive advocacy on third-party litigation funding
- Participation in Attorney-General's Expert Panel on reducing legal complexity of cross-border transactions and relationships progressed through the Standing Council on Law and Justice
- Successfully opposed a proposed federal government wide-ranging review of contract law and possible statutory revision of contract law underpinning all commercial contracts in Australia
- Successfully opposed the creation of a stand-alone statutory cause of action for breach of privacy.

## WORKPLACE HEALTH AND SAFETY

- Led and coordinated industry input to ongoing work on national harmonisation of work health and safety laws and consistent implementation across Australia

- Helped develop model reform package – guides, fact sheets, interpretive guides and codes
- Managed working parties, reference groups and consultative forums, secured major input from sectors, and led industry advocacy on package, including a wide range of national codes
- Participated in forums and meetings of Safe Work Australia
- Continued to involve and engage the National Employers OHS Consultative Forum (NEOHSCF) as required by the Department of Employment (formerly known as the Department of Employment, Education and Workplace Relations)
- Conducted regular meetings of ACCI WHS Working Party, involving relevant guest speakers
- Conducted presentations and webinars to industry and participated in joint forums on WHS
- Supported member organisation (AMCA, VACC, CCIWA, TCCI NTCCI, NRA, Bus Industry Confederation, Master Plumbers, Consult Australia) initiatives on Workplace Health and Safety DVDs, webinars, and provision of regional seminars and workshops
- Participated in Safe Work Australia Awards (NSW Business Chamber Judge 2013) and Australian National Preventative Health Awards (ANPHA)
- Led industry advocacy on proposed codes on bullying, fatigue, and parliamentary inquiry into asbestos, advocated for industry participation on Asbestos Council
- Assisted advocacy on submissions, including Barriers to Age, SeaCare, and the Road Safety Remuneration Tribunal
- Established collaboration with beyondblue, supported by a Business Advisory Forum, and worked on workplace resources for businesses
- Continued to provide weekly update to related members on work place health and safety activities, issues, media articles and cases of note
- Leadership Round Table 17 October 2013.

## SKILLS AND EMPLOYMENT

- Input at the highest level as board member of the Australian Workforce and Productivity Agency, including input into the Workforce Development Strategy released in March 2013, and advocacy to improve access to the National Workforce Development Fund, including the need to reduce the co-contribution rate for small business



- Strong advocacy and media presence on skilled migration and 457 subclass visas throughout the year, in particular in the period leading up to changes to the 457 visa legislation in June 2013. This included a presentation at a Senate hearing, and representations to major and minor parliamentary parties
- Submissions on behalf of members on the standards for registered training providers, labour market testing for skilled migration, career development, support services for apprentices, self-education taxation changes, employment services and disability support
- Development of an e-tool to assist businesses in developing workforce development plans in preparation for release later in 2013
- Strong advocacy and media presence on apprenticeship incentives, and the need to consider the total business case for employers taking on apprentices. ACCI took the main leadership role in urging government to refocus attention on improving commencements given the dramatic drop in numbers starting particularly in the non-trades area, due to the changes to training arrangements at state level and removal of federal incentives
- Input into future apprenticeship policy as a member of the federal government's apprenticeship reference group and through direct engagement
- Advocated against a significant increase in apprenticeship pay, and responded with concern at the Fair Work Commission's granting of substantial increases for many trade apprentices
- Ongoing engagement with members on higher education policy through the Higher Education Working Group as part of the ACCI Policy Committee framework
- Advocated for an employer voice on the Higher Education Standards Panel, and established a strong dialogue with the higher education sector
- Promoted the importance of quality across the education and training system, and participated on the Australian Skills and Quality Authority advisory group on inappropriate marketing practices of training providers
- Advocated against the qualification of school trade cadetship, but supported the development by ACARA of national curriculum for work studies in Years 9 and 10, which emphasises applied learning in work contexts
- Advocated against further restrictions on the use of Enterprise Migration Agreements and regional Migration Agreements
- Strong voice in the area of workplace diversity, including the continuation of the promotion of the 'Employ Outside the Box' initiative. Leading employer body in the national discussion about disability employment through presentations at conferences and membership of the Disability Employment Service reference group
- Administration of Employment and Training Advisors project
- Advocacy in support of improvement in quality, including the need for more resources for the Australian Skills and Quality Authority.



## EMPLOYMENT, EDUCATION AND TRAINING SUBMISSIONS

- ACCI submissions on the proposed ASQA fee schedule
- Submission to the Treasury on tax deductions for self-education expenses
- Submission in reply to the Modern Awards Review 2012 – Apprentices, Trainees and Juniors (Full Bench)
- Reform of the Australian Apprenticeships Support Services Submission
- Improving the Employment Participation of People with Disability in Australia – ACCI submission
- Employment Services, Building on Success – ACCI submission
- Improving Vocational Education and Training – ACCI submission to the NSSC Position Paper
- ACCI submission to the Productivity Committee inquiry into geographic labour mobility
- House of Representatives Standing Committee on education and employment inquiry into role of the Technical and Further Education (TAFE) system and its operation
- Inquiry into the current framework and operation of subclass 457 visa, enterprise migration agreements and regional migration agreements
- Senate Legal and Constitutional Affairs Committee Migration Amendment (Temporary Sponsored Visas) Bill 2013

- Implementation of labour market testing in the standard Temporary Work (skilled) visa program.

## TRADE POLICY

- Representing business interests in the Trans-Pacific Partnership Agreement negotiations
- Leadership of the Business Partnership Group to support the Indonesia-Australia Comprehensive Economic Partnership Agreement (IA-CEPA)
- Completing the development of the Australiantradelinks.com.au website, funded by CADF to develop an International Trade Outreach Initiative to support business in understanding and taking advantage of Free Trade Agreements
- Championing business interests in international dispute resolutions in Free Trade Agreements
- Advocating the case against protectionism in response to jobs losses in manufacturing
- Opposing border to border carbon tariffs
- Strengthening engagement with key strategic partners in the Asia-Pacific region and internationally
- Cooperation with ACCI members through the provision of value-added services
- Strengthened trade facilitation activities
- Lobbying and influencing Australian Government and agencies, including restructure of Austrade



Harold (Terry) McGraw, Chairman, ICC and Chairman and CEO McGraw Hill Companies

- Support for 'Australian Made Australian Grown' domestic and overseas promotion
- Partnering with Austrade on annual Export Awards
- Representation on Standards Australia's International Policy Advisory Committee
- Representation to ACCI's international business network (ICC, CACCI, IOE, CAPE, BIAC)
- Supporting documentation for Australian exporters seeking preferential tariff treatment under Free Trade Agreements through implementation of the government's Scheme for the Recognition of Bodies to Issue Certificates of Origin for Free Trade Agreements
- Development and operation of the APEC Business Travel Card Business Accreditation scheme
- Border trade facilitation through Customs and AQIS committees (AQIS Industry Cargo Consultative Committee and Customs and Border Protection National Consultative Committee)
- Representation of business interest in the Indian Ocean Rim Association for Regional Cooperation (IOR-ARC) Business Forum.

## G20 ADVOCACY

International Chamber of Commerce (ICC) Secretary General Jean-Guy Carrier led an ICC delegation to Australia and ACCI in March 2013. This included Mr Stefano Bertasi, Executive Director of Policy and Business Practices, and Ms Catherine Foster, Project Manager, G20 Advisory Group.

This was followed by a follow-up delegation in July and August, led by Terry McGraw, Chairman and CEO of McGraw Hill Companies and newly elected Chairman of ICC. Mr McGraw was accompanied by Mr Jeffrey Hardy, Director of G20 Advisory Group, ICC; Ms Cynthia Braddon, Vice President of Government Affairs, McGraw Hill Financial; and Ms Catherine Foster, ICC. Together with ACCI, the delegation met with both the Prime Minister and the Leader of the Opposition, as well as the Minister for Trade and Minister for Finance. Additional meetings with senior public servants and businesses were also held. Discussions centred on Australia's hosting of the G20/B20 Leaders' Summit in 2014, and focused on the key business priorities.

Policy seminars and roundtables were also held across Melbourne, Sydney and Canberra with ACCI members, business and tertiary institutions. These were designed to gain important feedback from Australian businesses on key priorities. The findings assist with the development of the ICC's policy agenda moving into the G20.

ACCI Chief Executive Officer Peter Anderson was also appointed by Prime Minister Rudd to the B20 Leadership Group in July 2013.



Robert Milliner, B20 Australia Sherpa

### AUSTRALIAN EXPORT AWARDS

The Australian Export Awards are co-presented by Austrade and ACCI. They are acknowledged by the business community as one of Australia’s most prestigious industry awards.

2013 marks the 51st year in which ACCI has been proudly involved with these awards. Since their inception, the awards have:

- identified and rewarded Australia’s most successful and innovative exporters
- recognised that exports underpin the success of the Australian economy by creating jobs and wealth

- developed a community awareness about the importance of exporting to Australia’s future economic prosperity
- promoted top exporters as corporate role models in order to encourage other Australian businesses to strive for success in world markets.

These national awards cover all sectors of the economy, and the national finalists have progressed from being state or territory export award winners. In 2013, as we look back on 51 years of the Australian Export Awards, we are reminded of the innovativeness and ingenuity of Australian businesses in their quest for export success.



Peter McMullin, President, Victorian Employers Chamber of Commerce and Industry and Catherine Livingston, Chairman, Telstra at ACCI G20 Breakfast

The Prime Minister's Exporter of the Year award is selected by the Prime Minister from the category winners.

The 2013 winners of the Austrade/ACCI-hosted 51st Australian Export Awards will be announced at the National Awards Ceremony Gala Dinner at the National Gallery of Victoria in Melbourne on Tuesday 26 November.

### PROMOTING THE AUSTRALIAN MADE CAMPAIGN

ACCI is a founding member of the Australian Made Campaign, and Chief Executive Peter Anderson sits on the campaigns board.

The Australian Made Campaign, is made famous by the stylised green and gold Australian Made kangaroo logo. Only products

that meet the strict rules approved by the government and administered by the not-for-profit 'Australian Made, Australian Grown' Campaign are allowed to use the Australian Made logo.

Independent research shows the logo to be the most trusted product symbol in Australia.

It is also a logo that reaffirms quality and excellence in Australian products.

With pressure on Australian manufacturers building during 2013, ACCI and the Australian Made Campaign reminded consumers during the year of the benefits to jobs and the economy of purchasing goods displaying the logo. 



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# ACCI's International Network



As the largest and most representative business organisation in Australia, and with deep institutional links into the chamber and employer movements, ACCI services an extensive international network, which is leveraged to speak on behalf of Australian business in international forums.

## INTERNATIONAL CHAMBER OF COMMERCE (ICC)

ACCI administers the secretariat functions of the International Chamber of Commerce Australia. ICC is a global business network of which ACCI is an integral part.

ICC's key aim is to serve businesses by promoting trade and investment, open markets for goods and services, and the free flow of capital. The ICC's activities cover a broad spectrum, from international arbitration and dispute resolution, to developing a strong policy case for open trade and the market economy, international rule setting and standards, and fighting corruption.

The ICC holds a privileged consultative status with major intergovernmental organisations, and enjoys a close working relationship with the United Nations, the G20, and the World Trade Organization. Since 1946, the ICC has had consultative status with the UN and its specialised agencies. ICC Australia supported efforts for ICC to be elevated in its status with the UN, from Consultative status to Observer status.

ICC Australia is an independent company administered by ACCI, with a governing Board responsible to ICC Australia members and reporting regionally, and to ICC headquarters in Paris.

Under ACCI's leadership, the organisation has grown and is increasing its Australian profile.

The ICC develops policy in:

- anti-corruption
- arbitration
- banking technique and practice
- commercial law and practice
- competition
- corporate responsibility and anti-corruption
- customs and trade regulations
- e-business, IT and telecoms
- economic policy
- environment and energy
- financial services and insurance
- intellectual property
- marketing and advertising
- taxation
- trade and investment policy
- transport and logistics.



Peter Anderson, Chief Executive ACCI at the OECD Forum 2013

## INTERNATIONAL ORGANISATION OF EMPLOYERS (IOE)

ACCI is the representative of Australian employers in the Geneva-based International Organisation of Employers.

The IOE is the global voice of private sector employers on employment, labour and social policy, both in the forums of the tripartite International Labour Organization (ILO) and in the wider United Nations (UN) and multilateral community. One hundred and forty eight peak national employer federations from nations across all continents and regions comprise the IOE's direct membership.

ACCI's Chief Executive, Peter Anderson, is a member of the IOE's Management Board.

By working with the IOE, ACCI ensures that Australian employers have their views heard and acted upon when key labour or employment policies are debated or adopted at an international level.

The IOE provides ACCI with direct opportunities to be involved in the affairs of the ILO, which sets global labour standards – many of which have been adopted by the Australian Government, and influence the framing of Australian law and practice.

ACCI's Peter Anderson is an elected member of the ILO's governing body, representing employers from the Asian region. He is also supported by the IOE as the global employer spokesperson on the ILO's influential Committee of Freedom of Association, which hears cases lodged against national governments for alleged breaches of core labour conventions.

## BUSINESS AND INDUSTRY ADVISORY COMMITTEE TO THE OECD (BIAC)

Australia is a member of the Organisation for Economic Co-operation and Development (OECD), which is the global forum of industrialised nations dealing with national economic, taxation and labour market policy.

The OECD secures private sector business input from the Business and Industry Advisory Committee to the OECD (BIAC). ACCI is the Australian business representative to BIAC.

Through BIAC, ACCI secures firsthand awareness of major OECD research, and is well positioned to compare and contrast national policy settings that inform our tax, economics and labour market advocacy.

ACCI recently worked with Business New Zealand to successfully secure a seat for Australasia on the BIAC management board and is delighted that Business NZ Chief Executive Officer Phil O'Reilly was elected BIAC Chairman in 2013.

## CONFEDERATION OF ASIA-PACIFIC CHAMBERS OF COMMERCE AND INDUSTRY (CACCI)

ACCI is the Australian member of the regional chamber network, the Confederation of Asia-Pacific Chambers of Commerce and Industry (CACCI).

CACCI is a regional grouping of apex national chambers of commerce and industry, business associations and business enterprises in Asia and the Western Pacific.

CACCI is a non-governmental organisation (NGO) serving as a forum for promoting the vital role of business people in the region, increasing regional business interaction, and enhancing regional economic growth. Since its establishment in 1966, CACCI has grown into a network of national chambers of commerce, with a total now of 29 primary members from 27 countries. It cuts across national boundaries to link business people and promote economic growth throughout the Asia-Pacific region. CACCI is an NGO granted Consultative status, Roster category, under the United Nations. It is a member of the Conference on NGOs (CoNGO) – an association of NGOs with UN Consultative status.

## CONFEDERATION OF ASIA-PACIFIC EMPLOYERS (CAPE)

ACCI is the Australian member of the regional employer federation network, the Confederation of Asia-Pacific Employers (CAPE).

CAPE acts as a forum for employer bodies from the high-growth Asia and Pacific regions to share information and experiences about labour market, employment and labour relations policies.

Given Asia's relatively youthful population, policies to activate youth employment and entrepreneurship are high on CAPE's agenda.

The secretariat of CAPE is administered by the Malaysian Employers Federation. ACCI's Chief Executive, Peter Anderson, is a Vice President of CAPE.

## BILATERAL BUSINESS COUNCILS

ACCI values its links to international organisations, and during 2013 continued to host bilateral business councils and committees, including:

- Australia Japan Business Co-operation Committee
- Australia Arab Chamber of Commerce and Industry
- Australia-Malaysia Business Council
- Australia-Russia Business Council

## AUSTRALIA JAPAN BUSINESS CO-OPERATION COMMITTEE

The highlight of the Australia Japan Business Co-operation Committee (AJBCC) and its JABCC counterpart's year was the annual joint business conference. This year, the 51st Japan-Australia Joint Business Conference was held in Tokyo from

20 to 22 October. A record number of 133 Australian delegates participated, including Mrs Julie Ross, President of the Northern Territory Chamber of Commerce and Industry; Greg Bicknell, the Chamber's CEO; and from its leadership team, Stuart Kenny, Sean Mahoney and Kevin Peters.

Thirty-one senior business and political figures spoke at the conference, including, on the Australian side, the Hon. Dr Denis Napthine MP, Premier of Victoria; the Hon. Adam Giles MLA, Chief Minister of the Northern Territory; the Hon. Andrew Stoner MP, Deputy Premier of New South Wales; Mr Mike Smith OBE, Chief Executive Officer, ANZ Banking Group; Mr Alan Oxley, Chairman of the APEC Study Centre at RMIT; and Mr Andrew Harding, Chief Executive Iron Ore and for China, Japan and Korea, Rio Tinto.

Three recurring themes over the three days were:

- the resurgence of the Japanese economy under the confidence-building 'Abenomics', and its significance for Australia and the regional economy
- the potential stimulus to be gained by increased integration of the Australian and Japanese economies from the early completion of a bilateral economic partnership/free trade agreement
- The importance of preparing the next generation of business leaders who can optimise the 'new era' opportunities stemming from increased bilateral integration and their joint integration into the globalising Asian economy in the time after the Trans-Pacific Partnership (TPP) and the Regional Comprehensive Economic Partnership (RCEP) negotiations. ■■■

The 50th Anniversary Commemorative Book recording the 1962–2012 history of the bilateral commercial relationship, which contains historic photographs, can be viewed on the AJBCC website: [www.ajbcc.asn.au](http://www.ajbcc.asn.au).



ACCI meeting with Japanese business delegation

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# Honouring ACCI Service and our History

## SERVICE AWARD

It was with great pleasure that ACCI President Richard Holyman presented the prestigious ACCI Service Award to former President Neville Sawyer AM at the 2012 Annual Dinner.



The award recognised Neville's outstanding service to ACCI and the business community, particularly in the manufacturing sector, for the promotion of trade skills development and for providing leadership to assist small and developing businesses.

## ACCI HONOUR BOARD

ACCI held an official commemoration of its former directors-general and chief executives at a VIP reception held in Melbourne in March. The intimate event provided the setting to unveil a new, purpose-built honour board, which recognises the service of past Chief Executives, Directors-General and Secretaries to the Australian business community.



The event was attended by more than 60 people, who included our guests of honour, current and past staff and ACCI members.

## FAREWELL TO GREG EVANS

After nine outstanding years of service, ACCI's Chief Economist and Director of Economics and Industry Policy, Greg Evans, concluded his service in November 2013.

Greg is now the Deputy Chief Executive of Universities Australia.

Greg has been a highly professional and very loyal ACCI executive across this period of his career. His leadership on key issues such as energy and carbon pricing, on the provision of finance to SMEs, on the repair needed to Commonwealth budgets and expenditures, and on Commonwealth tax reform, has been of the highest order.

He has taken these issues into the public domain, and they have been contentious and contested. That is no small feat. On each score, Greg's analysis is now widely held as ACCI policy and, even more importantly, it is now also largely the position of the Australian Government.

Two other areas of Greg's work deserve special mention: superannuation, and the global financial crisis.

Greg was appointed by former Treasurer Wayne Swan as one of the members of the Cooper Review into the superannuation system. There were many people from industry who the then Labor Government could have chosen to undertake this work.



Greg was selected – a clear statement about his expertise, his reasoned thought and his capacity to be noticed for those attributes by the (then) Rudd Government.

Tellingly, many of the recommendations of the Cooper Review have bipartisan support and are being progressively implemented.

In the wake of the 2008 global financial crisis, Greg's work also came to impact the nation.

Greg developed the concept of an investment allowance to be established in the first domestic response package, and almost single-handedly (with Immediate Past President Peter O'Brien) set about convincing then Prime Minister Kevin Rudd and then Treasurer Wayne Swan of its merits. It took two goes, but by early 2009, a 30 per cent investment allowance worth billions of dollars became government policy, passed the parliament, and was then used by industry for capital purchases that supported the economy. The government took the credit, but we know that Greg came up with the concept and the case.

On behalf of all members, we salute Greg's service. 

# ACCI Merger Celebrations



**ON 31 AUGUST 2013, ACCI MARKED THE 21ST YEAR OF MERGER BETWEEN THE CONFEDERATION OF AUSTRALIAN INDUSTRY (CAI) AND THE AUSTRALIAN CHAMBER OF COMMERCE (ACC), TO FORM TODAY'S AUSTRALIAN CHAMBER OF COMMERCE AND INDUSTRY (ACCI).**

Secretary Rozanne Crawford (who hailed from ACC) and Administrative Officer Steve Hatzis (who hailed from CAI).

During the event, we toasted past members and past secretariat colleagues who have given us the ACCI we have today, and especially the foresight of office-bearers and executives who brought about the merger in 1992. 

While ACCI celebrated this milestone, ACCI is, in fact, through CAI and ACC and our predecessors, almost 110 years old – as our history closely follows the formation of the Australian Federation in 1901.

Furthermore, we can trace our Chamber movement in Australia back 187 years, to when the Sydney Chamber of Commerce was formed in 1826 – the second company incorporated in any Australian colony (after the Bank of New South Wales).

To recount our history and celebrate 21 years since the CAI/ACC merger, the Canberra and Melbourne secretariats of ACCI held a joint morning tea. In both offices a cake was cut by staff members who were with us at the time of the merger – (now) Company



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