



**Infrastructure  
Australia**

October 2024

2023-24

# Annual Report



Infrastructure Australia is an independent statutory agency that provides independent advice to the Commonwealth Government on nationally significant infrastructure to deliver better infrastructure outcomes for all Australians. Our governing legislation, the *Infrastructure Australia Act 2008 (Cth)*, defines our role and responsibilities in advising on nationally significant infrastructure investment planning and project prioritisation.

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**Australian Government**  
**Infrastructure Australia**

Infrastructure Australia  
Level 19, 60 Martin Place  
Sydney NSW 2000

Hon Catherine King MP

Minister for Infrastructure, Transport, Regional Development and Local  
Government

Parliament House  
CANBERRA ACT 2600

Dear Minister

I am pleased to present the Annual Report of Infrastructure Australia for the period ending 30 June 2024 on behalf of Infrastructure Australia.

The report provides a detailed description of Infrastructure Australia's operations during the year, as well as Infrastructure Australia's audited financial statements.

The report has been prepared in accordance with the requirements of s46 of the Public Governance, Performance and Accountability Act 2013 and s39C of the Infrastructure Australia Act 2008 (Cth).

It was approved by a resolution of the Commissioners on 18 September 2024.

Following the tabling of Infrastructure Australia's Annual Report, the report will be made available on the Australian Government's Transparency Portal [www.transparency.gov.au](http://www.transparency.gov.au) as well as on Infrastructure Australia's website [www.infrastructureaustralia.gov.au](http://www.infrastructureaustralia.gov.au)

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Clare Gardiner-Barnes', written in a cursive style.

Clare Gardiner-Barnes  
Acting Chief Commissioner



## Interim Chief Commissioner's Foreword

Across Australia's cities and regions, an unprecedented level of infrastructure investment is being met, and threatened, by a shortfall of building materials and the peoplepower required for the job.

Australia's major public infrastructure pipeline is valued at \$230 billion over five years from 2022-23 to 2026-27. This investment is occurring alongside a plan to build 1.2 million new homes as well as major investment in the renewables projects required to support the energy transition, which is quadrupling over that same period.

But as our *2023 Infrastructure Market Capacity report* finds, this boom is at risk of delays and cost overruns – there is a shortage of 229,000 public infrastructure workers and many building materials are in short supply.

As the nation's expert infrastructure advisor, Infrastructure Australia's role is to assess projects of national significance

and undertake research to identify the opportunities and risks in the delivery of the public infrastructure pipeline.

We gather data from across the country and use our sophisticated model to generate an aggregated view of national demand for input resources – across plant, labour, equipment and materials – as an evidence base for governments to proactively manage their pipelines in the context of current market conditions.

This problem isn't isolated to mega projects in major cities. We know that infrastructure investment in some regional areas will see an average annual increase of 75 per cent, with some regions seeing investment doubling in the span of a year.

The extraordinary levels of investment in these regional hot spots is expected to create major labour gaps in the coming years, with the ratio between demand and supply reaching 2:1 in coming months.

This comes at a time when the construction sector is struggling with flat productivity growth and a lack of diversity, among other cultural issues.

But there's also a story of great opportunity here. Our report gives industry and governments across the country, the tools to turn around decades of dwindling productivity, build up our domestic capacity and seize the moment when it comes to sustainability, tapping into the great potential of new low emissions construction materials, such as recycled materials.

## A Sustainable Future

It is now a legislated requirement for Infrastructure Australia to consider the country's emissions reduction targets across our work program, including in our evaluation of infrastructure proposals and advice to government. This means that all

project proposals that are submitted to Infrastructure Australia must demonstrate their impact on greenhouse gas emissions.

To meet this requirement, we have worked with state and territory governments, Treasury, CSIRO and the Australian National University to develop the country's first cross-sectoral national values for assessing the economic impacts of emissions in the infrastructure proposals we evaluate.

This will help governments across the country identify the positive economic outcomes of reducing emissions within a proposal. It will also help governments identify where there are opportunities to reduce emissions.

We've also launched the *Embodied Carbon Projections for Infrastructure and Buildings report* (released 15 July 2024).

For the first time, there is a baseline of the amount of upfront embodied carbon the nation's infrastructure and buildings pipeline is forecast to produce in the five years from 2022-23 to 2026-27.

And thanks to this report, we know Australia could achieve up to a 23 per cent reduction in these emissions by 2026-27 through greater uptake of recycled materials, lower carbon building materials and production processes, and more considered use of the steel that goes into building an asset.

At a time when the nation is invested in achieving Net Zero, Infrastructure Australia is committed to applying its rigorous research to help work towards a more sustainable and green future.

## How we work

This year has seen a period of extraordinary and significant evolution for Infrastructure Australia, with the implementation of a new governance structure, a legislated, strengthened mandate and close collaboration with government and industry stakeholders across the country to redesign existing products and develop new ones.

The changes ensure Infrastructure Australia's work and advice is in line with the needs of the Australian Government and its priorities, and that our products, such as the Infrastructure Priority List, better support the government's investment objectives.

I want to express my thanks and appreciation to the many stakeholders and peers who have provided such valued support to Infrastructure Australia over the past 12 months.

We look forward to continuing to work closely with our stakeholders across the nation as we implement our new legislation and deliver new products to drive better infrastructure outcomes for Australia.

I wish to acknowledge and thank the Infrastructure Australia Board for their strong support of Infrastructure Australia, particularly as we transitioned

to the Commissioner model following implementation of the legislative changes in April 2024. The Board was able to well position Infrastructure Australia for the changes and to provide quality and relevant analysis and advice.

Lastly, I would like to congratulate Adam Copp, CEO and the Infrastructure Australia team for their dedication and professionalism in responding to and developing the range of products outlined in our enabling legislation. We have much to look forward to in the coming year and beyond.



Gabrielle Trainor AO,  
Interim Chief Commissioner





# Overview

Infrastructure Australia is the expert independent advisor to the Australian Government on nationally significant infrastructure investment planning and project prioritisation.

Established in 2008 under the *Infrastructure Australia Act 2008 (Cth)*, the agency was created to advise governments, industry, and the community on the investments and reforms needed to deliver better infrastructure for all Australians. Legislation was then passed in 2014 to make Infrastructure Australia an independent government agency.

In July 2022, Infrastructure Australia entered a new period of evolution when the Australian Government initiated an independent review of the agency. The

intention of the review, which was led by Ms Nicole Lockwood and Mr Mike Mrdak AO, was to consider the agency's role as the independent advisor to the Australian Government on nationally significant infrastructure priorities, and to advise on changes needed to reposition its legislation, focus, and priorities to better support the needs of the Australian Government.

The Australian Government released the findings and recommendations of the review, along with its response, in December 2022. In its response, the

government identified several ways to strengthen Infrastructure Australia and introduced legislation into the Australian Parliament to implement these changes.

In December 2023, the Australian Parliament passed the amendments to the *Infrastructure Australia Act 2008 (Cth)*, giving effect to major elements of the independent review and the government's response. The legislation strengthened Infrastructure Australia's mandate as the Australian Government's independent advisor on nationally significant infrastructure investment planning and project prioritisation. The legislation also placed the Australian Government as the central customer of Infrastructure Australia's advice.

Along with a strengthened mandate, the legislation initiated significant reforms to how Infrastructure Australia operates, its functions, and its products. The most significant reform was to Infrastructure Australia's governance structure. Under the new legislation, the agency will be overseen by a Chief Commissioner and two Commissioners. In April 2024, the Australian Government officially brought this change into effect by appointing Gabrielle Trainor AO as interim Chief Commissioner and Clare Gardiner-Barnes as interim Commissioner. Ms Trainor and Ms Gardiner-Barnes were appointed after previously serving as Chair and Director of the agency's Board, respectively. Their appointment led to the dissolution of the Board as the agency's Accountable Authority.

Infrastructure Australia has begun implementing the changes required under its amended legislation. Some of these changes, such as accounting for the country's emissions reduction targets in all its work and advice, and developing Annual Budget and Performance Statements, have already begun. The broader suite of changes, such as reforming the Infrastructure Priority List, developing a National Planning and Assessment Framework, and undertaking Post-Completion Reviews, are underway.

Throughout the period, Infrastructure Australia has adhered to its statutory obligations and required strategic and operational functions guided by the *Infrastructure Australia Act 2008 (Cth)*, its Statement of Expectations, and other Commonwealth guiding legislation, such as the *Public Governance, Performance and Accountability Act 2013 (Cth)*. The agency also continued to develop research and provide advice on broader opportunities for infrastructure reform to support better infrastructure planning and decision-making. Infrastructure Australia has continued to work closely with stakeholders during this time, consulting on the reforms and working collaboratively with our colleagues across the Australian, state and territory governments and industry as we implement the legislation and inform infrastructure planning, decision-making and delivery across Australia.

## Infrastructure Australia's Commissioners as at 30 June 2024



**Gabrielle Trainor AO**

**Interim Chief  
Commissioner**

**Appointed 15 April 2024**

Gabrielle Trainor AO has been involved with Infrastructure Australia over the past decade, having previously served as a Board Director before being appointed Chair in 2022. She was appointed Interim Chief Commissioner in 2024.

Ms Trainor is a non-executive director and advisor with more than 25 years' experience on boards ranging from infrastructure, transport and urban renewal to sports, arts and culture and empowerment of Aboriginal and Torres Strait Islander people.

Among her current appointments, Ms Trainor is a director of the Bradfield Development Authority, co-chair of BuildSkills Australia and chair of the Construction Industry Culture Taskforce. She is also a commissioner of the Australian Football League. Gabrielle is a director of Built Group Holdings Pty Ltd and of listed investment company WAM Global Ltd. She is a trustee of the Charlie Perkins Trust. She is a Fellow of the Australian Institute of Company Directors and in 2017, was named an Officer of the Order of Australia.



**Clare Gardiner-Barnes**

**Interim Commissioner**

**Appointed 15 April 2024**

Clare Gardiner-Barnes has been involved with Infrastructure Australia since 2022, having been appointed to the agency's Board before the Australian Government appointed her as Interim Commissioner in 2024.

Ms Gardiner-Barnes runs an executive coaching and consulting business, CGB Consulting. Prior to that she worked as Head of Strategy, Planning, and Innovation at Infrastructure NSW and as Deputy Secretary, Freight, Strategy and Planning at Transport for NSW. Clare provided advice to government, transport and construction sectors on safety, funding priorities, planning, freight, and national policy.

Clare was a member of the Australian Government Infrastructure Investment Program review team and has held board positions at the NSW Telco Authority, Austroads and Roads Australia. She has worked in government executive positions including Qld Education and was the CEO of the Department of Transport and the Department of Children and Families in the NT. Clare is an advocate for diversity and inclusion, women in leadership and workforce flexibility.

## Retired members of the Board

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**Mark Balnaves**

**Board Member:**

**1 December 2019 –**

**15 April 2024**

Mark Balnaves has more than 25 years of director, strategic advisory and infrastructure experience. Mark is experienced in a wide range of projects having advised on major property and infrastructure projects around Australia for Government, Universities and private investors.

Mark has significant director experience, including as the independent chairman of Celsus (which designed, financed, constructed and now manages and maintains the Royal Adelaide Hospital PPP), Aged Care & Housing Group Inc and 12 years as chairman of the National Wine Centre of Australia. Mark also acts as independent advisory board chairman of a number of private businesses and has extensive merger and acquisition experience across a wide range of industries. Mark holds degrees in Economics and Law and a Masters in Finance from London Business School.

During the period Mark was a member of the Audit, Risk & Compliance Committee.

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**John Fitzgerald**

**Board Member:**

**1 December 2019 –**

**15 April 2024**

John has extensive experience in infrastructure policy and delivery, public transport, and urban renewal. He is Chair of the ACT's Suburban Land Agency, and Infranexus Management Pty Ltd (an IFM Investors subsidiary). Previous Board positions include and the Canberra Light Rail Project Board, Evolution Rail Pty Ltd, Chair of NSW Government's Convention and Exhibition Centre project, Director Barangaroo Delivery Authority, Port of Melbourne Corporation, Infrastructure Partnerships Australia and the Victorian Funds Management Corporation.

From 2011 he was a Specialist Advisor to KPMG and Interim CEO of Infrastructure Australia. Prior to KPMG, John was Deputy Secretary at the Victorian Treasury. John chaired the Infrastructure Working Group of COAG which created Infrastructure Australia's National PPP Policy. Before joining DTF in 2000, John worked in banking. John holds a Master of Public Infrastructure (Research) (Hons) from the University of Melbourne and is a Fellow of the Australian Institute of Company Directors and the Institute of Public Administration Australia (Victoria).

During the period John was Chair of the Audit, Risk & Compliance Committee.

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**Marion Fulker AM**

**Board Member:**

**1 December 2019 –**

**15 April 2024**

Marion Fulker AM is recognised as a leading expert in the future development of cities. Marion is the Chair of Perth Zoo and an Adjunct Associate Professor at The University of Western Australia, the former CEO of think-tank the Committee for Perth and former Chair of the Conservation and Parks Commission and the Heritage Council of Western Australia.

Over the past 15 years, Marion has researched more than 30 cities in the developed world to better understand cities, large and small, including their economies; infrastructure; governance; and culture. Highly collaborative, Marion is part of a global network of city leaders, shapers and opinion makers. Marion holds an MBA from Curtin Graduate Business School and an Masters of Science in Cities from London School of Economics and Politics.

Recognition of Marion's accomplishments include an Order of Australia in 2021 for her significant service to urban planning and infrastructure development.

During the period Marion was Chair of the People & Culture Committee.



**Dr Vanessa Guthrie AO**

**Board Member:**

**1 December 2021 –**

**15 April 2024**

Vanessa Guthrie has extensive knowledge and experience of the private sector, transport, mining and energy and communications sectors. She is currently Non-Executive Director, Santos Ltd; Tronox Holdings plc; Lynas Rare Earths Ltd; Cricket Australia, North American Construction Group Ltd, and Orica Limited. She is Chancellor, Curtin University.

Dr Guthrie was formally Director, Australian Broadcasting Corporation; Deputy Chair, Western Australian Cricket Association; Chairman of the Board, Minerals Council of Australia; Former CEO of Toro Energy; Non-Executive Director, Vimy Resources Ltd; WA Water Corporation; Reed Resources Ltd; AdBri Limited and Nova Energy Limited.

Vanessa has formal qualifications in Science with a PhD in geology and holds a Graduate Diploma in Natural Resources. She holds a Diploma in Commercial and Resources law and also Business management.

During the period Vanessa was a member of the Audit, Risk & Compliance Committee.



**John McGee**

**Board Member:**

**31 March 2022 –**

**15 April 2024**

John McGee has over thirty years' experience in the Australia and global capital markets and associated corporate sector. He has extensive experience across banking and finance, insurance, health and hospitals, aviation and air safety. In his executive roles John was Managing Director of BNY Mellon Australia Pty Ltd for nine years, heading up the Bank of New York's corporate trust operation in Australia. He has also been a director of many subsidiaries and held responsible manager status on various ASIC and APRA licences. He was also Head of Funds Management, and later Chief Financial Officer, of a listed life insurer.

John is currently a member of the Climate Change Authority and a director of the NSW Government's Sydney Local Health District, the entity responsible for Royal Prince Alfred, Concord, Canterbury and Balmain Hospitals.

His previous non-executive director roles include Deputy Chair of the Private Health Insurance Administrative Council (PHIAC), the regulator of all private health insurers, Air Services Australia, Westpac Funds Management and Delhi Petroleum.

John holds formal qualifications in Economics and Law from Sydney University.

During the period John was a member of the Audit, Risk & Compliance Committee.

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**Robert Moffat**

**Board Member:**

**1 December 2021 –**

**15 April 2024**

Robert Moffat has more than 30 years of experience in engineering and strategic planning across diverse industries, geographies and cultures. His extensive management and leadership skills have been deployed across the full life cycle of the transport sector from concept, funding, construction, day of operations, maintenance through to cessation.

Rob was formerly CEO and Executive Director of the Australasian Centre for Rail Innovation and vice-chair of the International Railway Research Board. Key focus areas included the evolution of research that improves the safety, productivity and competitiveness of the growing transport mobility sector.

Rob is a Fellow of Engineers Australia and holds a Bachelor of Electronic & Electrical Engineering with Honours from the University of Edinburgh in Scotland.

During the period Rob was a member of the People & Culture Committee

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# Organisational structure

## CEO

The CEO is responsible for the day-to-day administration of Infrastructure Australia and is appointed by the Commissioners of Infrastructure Australia under s29 of the *Infrastructure Australia Act 2008 (Cth)*.



**Adam Copp**  
**Chief Executive Officer**

### **Adam Copp, Chief Executive Officer**

Adam Copp was appointed Infrastructure Australia's Chief Executive for a three-year term commencing 1 August 2023.

Joining Infrastructure Australia in December 2014, Mr Copp has held several senior roles prior to being appointed as Chief Executive Officer.

He has over 15 years' experience working across Australian Government agencies, having held a range of policy, strategy, and engagement roles across infrastructure, workplace relations, and the Council of Australian Governments.

Mr Copp is a passionate advocate for inclusive and diverse workplaces, overseeing Infrastructure Australia's transition to an accredited Family Friendly Workplace. He is also passionate about advancing engagement and reconciliation with First Nations communities across Australia and improving infrastructure for all Australians.

He has a Bachelor of Arts, Master of Global Law, and a Master of Business Administration.

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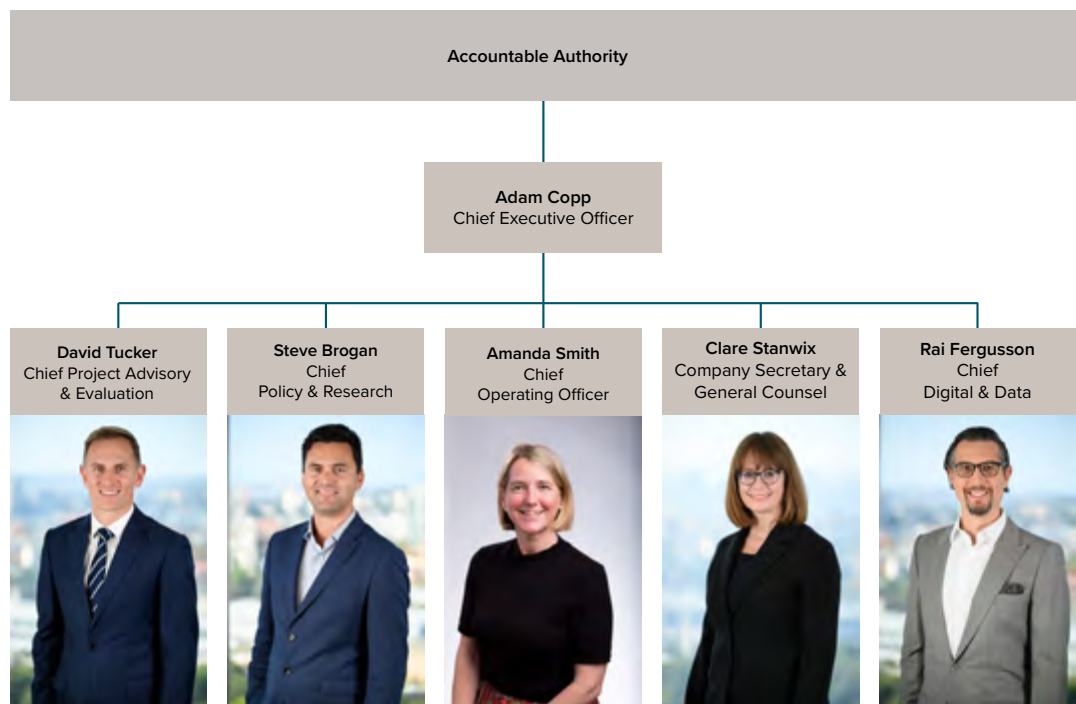


## Management

The CEO along with an Executive Leadership team oversee five key functions:

- Office of the CEO
- Project Advisory and Evaluation
- Policy and Research
- Operations
- Digital and Data

**Figure 1:** Organisational structure of Infrastructure Australia at 30 June 2024





# Activities and outcomes

Infrastructure Australia is the Australian Government's independent infrastructure advisor on projects and reforms of national significance that will contribute to the nation's economic, environmental and social prosperity.

Throughout the 2023-24 financial year, Infrastructure Australia consistently delivered on its core work programs. This included assessing projects of national significance where proponents sought more than \$250 million in Australian Government funding. The agency also continued its Policy and Research programs, including delivering its annual Infrastructure Market Capacity research.

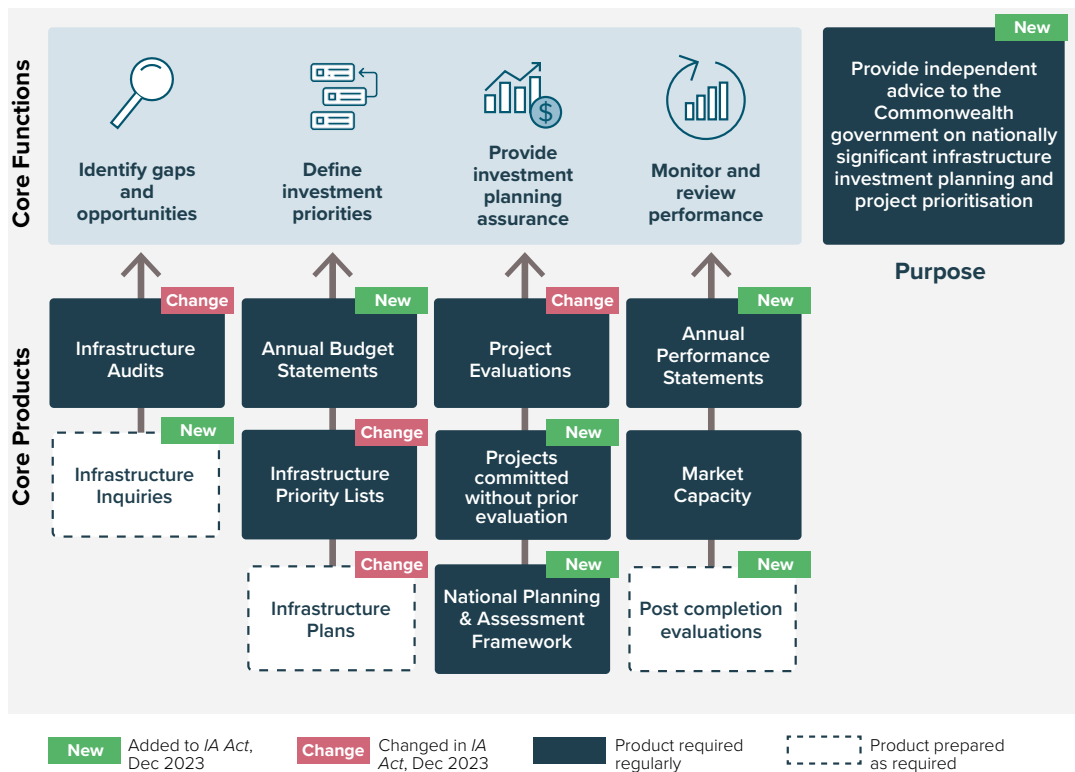
In December 2023, amendments to the agency's legislation strengthened its mandate, and made several changes to its work program, along with some new additions. These changes included reforming the Infrastructure Priority List, creating a National Planning and Assessment Framework, integrating the

nation’s emissions reduction targets into all its work and advice, and producing Annual Budget and Performance Statements.

resulting from amendments made to the agency’s legislation. Refer to **Figure 2** for the suite of Infrastructure Australia’s products and activities.

This section of the report details the activities and outcomes of Infrastructure Australia’s work program, including activities

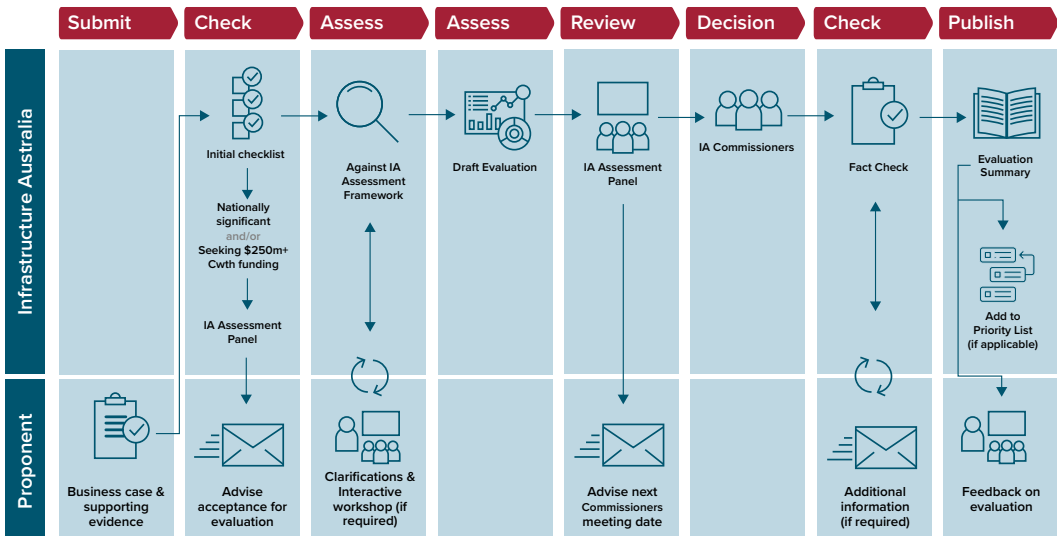
**Figure 2: Infrastructure Australia’s products and activities**



## Project Evaluations

Infrastructure Australia is required to evaluate infrastructure proposals across its remit that are nationally significant or where a proponent is seeking more than \$250 million in Australian Government funding. The business case evaluation process is summarised in **Figure 3**.

**Figure 3:** Business case evaluation submission review process



During the period, Infrastructure Australia evaluated three business cases (see **Table 3 on page 34** for a full list).

## Reforming the Infrastructure Priority List

One of the core legislative changes to Infrastructure Australia’s work program, is to reform the Infrastructure Priority List (IPL) to a more targeted list of nationally significant infrastructure priorities across transport, water, energy, telecommunications and social infrastructure. This will provide a focused list of potential investment opportunities for the Australian Government that are aligned with its strategic objectives, priorities, and needs. The list will offer targeted advice on available planning and delivery investment opportunities that address nationally significant priorities for the government.

To support the reform of the IPL, Infrastructure Australia has been actively engaging and collaborating with all state and territory governments. Throughout the period, the agency met with representatives from these governments to inform them of the changes and the opportunities the new IPL will present. A key part of this engagement has been collaborating on the investment opportunities that will feature on the reformed IPL and how they align with each government’s infrastructure planning and prioritisation needs.

A reformed IPL will be provided to the relevant Commonwealth agency’s responsible Ministers and tabled in both Houses of the Australian Parliament once it is finalised.

## **National Planning and Assessment Framework**

Infrastructure Australia is required to develop a National Planning and Assessment Framework to promote national consistency and coordination in infrastructure evaluations. This national framework will aim to harmonise business case development processes across jurisdictions and improve the efficiency of assurance processes while maintaining appropriate rigour.

The agency will increase consultation on the National Planning and Assessment Framework within the 2024-25 financial year.

## **A new definition of ‘Nationally Significant Infrastructure’**

Infrastructure Australia has been developing a new practical definition of nationally significant infrastructure.

The new definition will provide a criteria-based decision framework that will be used by states and territories and guide how Infrastructure Australia interprets and applies the definition set out in its legislation in practice. This includes determining whether infrastructure investment proposals will be eligible for inclusion on the IPL, and what topics will be the focus of our Audits, Plans and research.

In developing this definition, the agency has been engaging closely with its Australian Government partners, including the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, and with state and territory government departments.

Infrastructure Australia is working to finalise the new definition within the 2024-25 Financial Year.

## Annual Statements

Under its updated legislation Infrastructure Australia is now required to produce an Annual Budget Statement and an Annual Performance Statement.

In 2023-24, Infrastructure Australia developed its first Annual Budget and Performance Statements. The purpose of the Annual Budget Statement is to inform the Australian Government's budget process on infrastructure investment. The purpose of the Annual Performance Statement is to report on the performance outcomes achieved by the states, territories, and local government authorities in relation to the Infrastructure Investment Program (IIP) and existing project initiatives funded by the Australian Government.

Infrastructure Australia is required to provide both documents to its responsible Minister and table them in both houses of the Australian Parliament, which occurred in April 2024.

The first edition of the Annual Budget Statement reported on current infrastructure challenges and provided advice on the types of infrastructure proposals that Infrastructure Australia recommends for consideration during the budget process. It considered recent trends observed both globally and in Australia, with a focus on evidence across infrastructure sectors, particularly land transport. This advice was based on Infrastructure Australia's own research, along with structured analysis of recent evidence from states, territories, and the research community.

Once Infrastructure Australia's broader suite of products, such as the IPL, are reformed, they will inform future Budget Statements. Infrastructure Australia will also work with the government to consider how broader reforms to infrastructure investment planning and decision-making, and the availability of other data sources, can inform future statements.

Infrastructure Australia's first Annual Performance Statement provided advice regarding the outcomes achieved in relation to the IIP. It focused on the IIP and its alignment with the outcomes sought through the government's Infrastructure Policy Statement. The advice in the first Performance Statement also included analysis from Infrastructure Australia's Market Capacity program, as well as trends and insights from Infrastructure Australia's evaluation of nationally significant infrastructure.

Infrastructure Australia will collaborate with the Australian Government to agree on an approach for future editions of the Annual Performance Statement, including considering the establishment of performance outcomes and measures for specific infrastructure sectors.

## Tabling advice in the Australian Parliament

Following amendments to our legislation, Infrastructure Australia is now required to table some of its advice within both Houses of the Australian Parliament. Infrastructure Australia has been meeting this requirement and during the period has tabled a summary of the business case evaluations it completed each quarter, and its Annual Budget and Performance Statements.



## A stronger focus on Australia's emissions reduction targets, Net Zero

### Assessing greenhouse gas emissions

Decarbonising infrastructure is a key priority for governments and is critical to Australia reaching its legislated emissions reduction target of net zero emissions by 2050. Following amendments to Infrastructure Australia's legislation, the agency now has a strengthened requirement to account for the country's emissions reduction targets in all its work and advice. This builds on existing legislative requirements under the *Climate Change Act 2022 (Cth)* and the *Climate Change (Consequential Amendments) Act 2022 (Cth)*.

As part of this legislative requirement, all project proposals that are submitted to Infrastructure Australia for evaluation must demonstrate their impact on greenhouse gas emissions targets. To support consistent assessment of proposals, the Australian Government developed a national set of emissions values to be

applied by the Australian, state, and territory governments in the proposals they submit to Infrastructure Australia for evaluation. Endorsed by the nation's Infrastructure and Transport Ministers in December 2023, these national emissions values were developed by Infrastructure Australia in consultation with key stakeholders. These stakeholders included Australian, state and territory governments, Treasury, CSIRO, and Australian National University.

On 15 May 2024, Infrastructure Australia published its *Guide to assessing greenhouse gas emissions* and a new guidance note, which details the emissions values and how they can be applied in project proposals.

The emissions values are based on modelling the least-cost approach to achieve Australia's legislated emissions reduction targets and are a tool to develop and evaluate infrastructure proposals.

## Embodied Carbon Projections for Australian Infrastructure and Buildings

As part of its infrastructure decarbonisation work program, Infrastructure Australia also developed its *Embodied Carbon Projections for Australian Infrastructure and Buildings report*. This report is a first of its kind in Australia and provides an estimated baseline of the amount of upfront embodied carbon the nation's infrastructure and buildings pipeline is forecast to produce in the five years to 2026-27.

It finds that construction activity will produce between 37 and 64 Mt of CO<sub>2</sub>e in upfront embodied carbon each year for 5 years to 2026-27. This is a total of 247 Mt of CO<sub>2</sub>e over the period. In 2022-23, these emissions, which come from materials production, transport, and the construction process, represented roughly 7 per cent of Australia's gross national emissions.

The report also shows Australia can achieve a 23 per cent reduction in these emissions by 2026-27 through greater uptake of recycled materials, lower carbon building materials and production processes, and more considered use of the steel that goes into building an asset.

Infrastructure Australia also puts forward six recommendations to the Australian Government to consider in its work towards the reduction of embodied carbon from infrastructure and buildings.

The report, which was funded by the Department of Climate Change, Energy, Environment, and Water, was developed in close consultation with Australian Government departments and a technical panel of experts.

## Market Capacity Program—2023 Infrastructure Market Capacity report

In December 2023, Infrastructure Australia published its *2023 Infrastructure Market Capacity report*.

Infrastructure Australia's Market Capacity program is an annual piece of work, which responds to a request made by the Prime Minister and First Ministers in 2020, to work with state and territory governments and industry to monitor the infrastructure sector. Through data sharing agreements with the nation's state and territory governments, along with data inputs from private sector sources, Infrastructure Australia develops a national view of the country's five-year infrastructure pipeline. This generates an aggregated view of national demand for input resources such as plant, labour, equipment, and materials. This report is one of the critical pieces of research that helps governments and industry understand what is happening in the infrastructure sector.

Now in its third year, the 2023 report has built upon the work of the previous two editions and reflects 74 per cent of the national construction demand. The report found this national demand represents \$691 billion of Australia's total five-year infrastructure and buildings pipeline. Within this demand, there is significant growth in clean energy infrastructure, which is forecast to quadruple over the next five years.

For the first time, this research offered insights into key regional hotspots across the country, where demand is far outweighing supply. These areas include the Murray, Mid North Coast and Riverina in NSW, Central Queensland, and the Northern Territory Outback. The demand in clean energy infrastructure is predominantly driving the demand in these regional areas.





Focusing on the nation's major public infrastructure pipeline, the report found this is currently valued at \$230 billion over five years from 2022-23 to 2026-27, an increase of four per cent on the previous year. It also finds that there is a smoothing of the pipeline, which shows governments have taken action to actively manage demand—a core recommendation that Infrastructure Australia put to the Australian Government in its *2022 Infrastructure Market Capacity report*. Despite this slight smoothing of the pipeline, there are several significant market capacity constraints that are affecting the ability of the sector to deliver projects on time and on budget, including significant skills shortages and challenges to non-labour supply.

The 2023 report makes 14 recommendations for the Australian Government to consider in addressing market capacity constraints and driving improvements in the industry. These

recommendations cover active demand management of government pipelines, and improving material supply, workforce supply and construction productivity. Each recommendation advises the Australian Government to act in partnership with states, territories and industry and bring long-term sustainability to the construction sector.

Infrastructure Australia is working towards developing its *2024 Infrastructure Market Capacity report*. A pivotal aspect of this edition will be the inclusion of a more extensive pipeline across the housing, mining, and defence sectors, with a critical emphasis on housing. The 2024 report will also provide an updated perspective on the themes and recommendations identified in the 2023 report.

## Digital and Data

Infrastructure Australia's Digital and Data function has focused on delivering improvements to the agency's products and building capability. Throughout the period, the Digital and Data function supported a new way for Infrastructure Australia to present its reports and key documents on its website. By integrating a new functionality into the website, the agency's reports are now displayed in an online format, which improves access and readability. This means visitors to the agency's website no longer need to download new published reports to access them. Infrastructure Australia published its first *Annual Statements* in this format and will continue to publish future reports in this way.

Another core delivery by the agency has been the development of Infrastructure Australia's Market Capacity tools—a Pipeline Simulator and National Map. These tools were designed as part of the agency's *2023 Infrastructure Market Capacity report* and are accessible to state and territory government agencies to support their work in understanding demand and supply.

## Communications and Engagement

Infrastructure Australia fosters strong and collaborative relationships with government and industry stakeholders across the country to inform its advice, policy and research, as well as playing a key role in leading and coordinating forums to facilitate collaboration between the Commonwealth, states and territories on national infrastructure matters.

The agency maintains close working relationships with federal agencies and departments including the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, the Department of Prime Minister and Cabinet, Treasury, the Department of Finance and the Department of Climate Change, Energy, Environment and Water among others.

In the past year, hundreds of stakeholder meetings were held by the CEO, Interim Chief Commissioner and staff across the agency. Infrastructure Australia also facilitates a monthly Cross Jurisdictional meeting and a quarterly forum for the CEOs of infrastructure bodies (I-Bodies) in each state and territory. These meetings are focused on sharing information and facilitating inter-jurisdictional engagement on national issues of infrastructure such as projects, policy, research, challenges and opportunities.

The agency is in regular contact with international I-Bodies to discuss issues of common interest and share best practice and also provides advice to officials from other nations who are seeking to establish similar bodies in their own jurisdictions.

Over the past year, the agency has hosted multiple rounds of workshops with states and territories to consult and inform the agency's work as it implements the changes required following the amendments to its legislation. The agency also communicates with its stakeholders through a regular newsletter.

Infrastructure Australia participated in more than 40 speaking engagements throughout the year, including keynote speeches and panel presentations by the CEO, Interim Chief Commissioner and staff at industry summits and conferences. Topics of discussion included the current state of Australia's infrastructure sector, the market's capacity to deliver on the current infrastructure pipeline, sustainability, productivity and culture within the infrastructure sector and Infrastructure Australia's new mandate and reform agenda. The agency also contributes editorial content, such as opinion pieces, to media publications on these topics.

During the past year, Infrastructure Australia's website received almost 700,000 page visits while an increasing number of people sought information and updates from the agency via social media, with followers on the agency's LinkedIn platform growing by seven per cent to more than 46,000.

## **A Family Friendly Workplace**

In June 2024, Infrastructure Australia was officially recognised and accredited as a Family Friendly Workplace by UNICEF Australia and Parents At Work. This accreditation means the agency has joined a very select group of businesses and organisations with this accreditation, with only one in four businesses meeting the benchmark criteria to qualify.

Becoming a Family Friendly Workplace reflects the agency's commitment to fostering a strong workplace culture and implementing policies that support and benefit everyone. Infrastructure Australia hopes that by achieving this recognition, it will motivate other Australian, state and territory organisations to work towards implementing policies that support workers and put them on a pathway to becoming Family Friendly Workplaces as well.

## Reconciliation Action Plan

In March 2023, Infrastructure Australia released its 'Innovate RAP' - embarking on the next step in our reconciliation journey. There are four types of RAPs: Reflect, Innovate, Stretch and Elevate. Infrastructure Australia released its first RAP (Reflect) in 2020.



The focus of an Innovate RAP is to develop and pilot strategies for reconciliation initiatives, set aspirational deliverables and publicly report on these initiatives. The commitments we have made in our Innovate RAP have been guided by the framework developed by Reconciliation Australia and align with Infrastructure Australia's Corporate Plan.



Over the coming years we are excited to work with new partners to pilot new initiatives and innovate our ways of working. Our Innovate RAP will be driven primarily through our established cross-functional RAP Working Group. Through 2023-24 we completed many of the actions in our Innovate RAP including:

- Conducting facilitated training to increase staff awareness and engagement in reconciliation and built this into our recurring training program.
- Hosting internal events and participation in external activities during National Reconciliation Week and NAIDOC week.
- Reviewed and updated all of Infrastructure Australia's policies related to diversity and inclusion, staff retention, recruitment and procurement, in consultation with a First Nations consultant.
- Implementing a First Nations presentation at the beginning of each monthly cross-jurisdictional meeting that is hosted by Infrastructure Australia and attended by officials from the Australian Government and every state and territory government.
- Developing guiding principles and an implementation plan for future engagement with First Nations peoples.
- Reported on our RAP progress to our staff, Accountable Authority and to Reconciliation Australia.



# Governance

## Overview

### Accountability

Infrastructure Australia is an independent statutory agency established in July 2008 by the *Infrastructure Australia Act 2008 (Cth)*. It is a Corporate Commonwealth entity, which sits within the Infrastructure, Transport, Regional Development, Communications and the Arts portfolio. Infrastructure Australia's responsible Minister is the Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government.

No directions were given to Infrastructure Australia by the Minister under s6(1) of the *Infrastructure Australia Act 2008* during 2023–24.

### Statement of Expectations

Infrastructure Australia's Statements of Expectations applicable to this reporting period were issued by the Minister for Infrastructure, Transport and Regional Development, the Hon Catherine King MP on 5 September 2022 with an addendum on 1 June 2023, and the current Statement of Expectations issued on 29 May 2024.

The Statement of Expectations provides guidance on the Australian Government's expectations for Infrastructure Australia. Infrastructure Australia's Statement of Expectations are available via [www.infrastructureaustralia.gov.au](http://www.infrastructureaustralia.gov.au)

**Infrastructure Australia’s core functions, as set out in the *Infrastructure Australia Act 2008 (Cth)*, are to:**

- Conduct Audits (s5A)
- Develop a National Planning and Assessment Framework and evaluate infrastructure proposals (s.5B)
- Develop Infrastructure Priority Lists and Infrastructure Plans (s.5C)
- Provide advice on Infrastructure matters (s.5D)
- Assess certain nationally significant infrastructure projects without prior evaluation (s. 5DA)
- Prepare Annual Statements – Budget and Performance (s.5DB)

**Statement of Intent**

Infrastructure Australia responded to the respective Statements of Expectations with Statements of Intent on 28 March 2022 and 16 September 2022. The Statement of Intent in response to the Statement of Expectations received on 29 May 2024 is expected to be issued once the permanent Commissioner structure is in place.

The Statement of Intent, in conjunction with the Portfolio Budget Statements, responds to the Australian Government’s expectations by identifying the key objectives and related initiatives to be delivered by Infrastructure Australia.

Statements of Intent are available via [www.infrastructureaustralia.gov.au](http://www.infrastructureaustralia.gov.au)

**Statement of Intent outlines:**

- the specific priorities Infrastructure Australia will be accountable for delivering under the *Infrastructure Australia Act 2008*
- how Infrastructure Australia will meet those obligations
- the governance and performance arrangements that will enable Infrastructure Australia to demonstrate that it is efficiently and effectively performing its statutory functions.

### Purpose

Changes made to the *Infrastructure Australia Act 2008 (Cth)* in December 2023 included the addition of a new Section (s. 2), which defines Infrastructure Australia’s purpose.

The purpose is supported by the core functions.

**Figure 4:** Infrastructure Australia’s core functions



### Strategic Plan

In 2020–21, Infrastructure Australia developed a new five-year 2021–25 Strategic Plan in collaboration with all staff, the leadership team and the Accountable Authority. The strategic goals were formulated to cover the two key components of the strategy—our ways of working and the outcomes we pursue.

Further details about the 2021–25 Strategic Plan can be found in the Infrastructure Australia Corporate Plan 2023/24 – 2026/27. Performance against the criteria for Infrastructure Australia’s work program is reported in the Annual Performance Statements (see page 44).

## Accountable Authority and committees

### Infrastructure Australia’s Accountable Authority

Following amendments passed by the Australian Parliament in December 2023, the Accountable Authority of Infrastructure Australia transitioned from a 12-member Board established by s6D of the *Infrastructure Australia Act 2008*, to three Commissioners made up of a Chief Commissioner and two Commissioners on 15 April 2024. The Commissioners are charged with deciding the objectives, strategies and policies to be followed by

Infrastructure Australia and ensuring the proper, efficient and effective performance of the organisation’s functions. The Commissioners are the Accountable Authority of Infrastructure Australia. Commissioners appointed on 15 April 2024 are set out at page 11.

### Accountable Authority meetings and work program

The Accountable Authority of Infrastructure Australia held seven meetings (one Commissioner meeting and six Board meetings) and six sub-committee meetings in the year to 30 June 2024.

**Table 1:** Infrastructure Australia Commissioners and meeting attendance

| Commissioners                                               | Commission Meetings <sup>1</sup> |
|-------------------------------------------------------------|----------------------------------|
| <b>Gabrielle Trainor AO</b><br>(Interim Chief Commissioner) | 1[1]                             |
| <b>Clare Gardiner-Barnes</b><br>(Interim Commissioner)      | 1[1]                             |

<sup>1</sup> Commissioner structure commenced 15 April 2024



**Table 2:** Infrastructure Australia Board and Committee membership and attendance

| Directors                                                    | Board Meetings <sup>2</sup> | Audit, Risk & Compliance Committee | People & Culture Committee |
|--------------------------------------------------------------|-----------------------------|------------------------------------|----------------------------|
| <b>Gabrielle Trainor AO</b><br>(Chair from 15 December 2022) | 6[6]                        | -                                  | -                          |
| <b>Mark Balnaves</b>                                         | 6[6]                        | 3[3]                               | -                          |
| <b>John Fitzgerald</b>                                       | 6[6]                        | 3[3]                               | -                          |
| <b>Marion Fulker AM</b>                                      | 6[6]                        | -                                  | 3[3]                       |
| <b>Clare Gardiner-Barnes</b>                                 | 6[6]                        | -                                  | 3[3]                       |
| <b>Vanessa Guthrie AO</b>                                    | 6[6]                        | 3[3]                               | -                          |
| <b>Robert Moffat</b>                                         | 6[6]                        | -                                  | 3[3]                       |
| <b>John McGee</b>                                            | 6[6]                        | 3[3]                               | -                          |

**As part of its annual work program the Accountable Authority has undertaken:**

- Formal appointment of Mr Adam Copp as Infrastructure Australia’s CEO for three years, commencing on 1 August 2023.
- Transition of the Accountable Authority from a 12-member Board to a three-member Commissioner model on 15 April 2024.
- Oversight of the evolution of Infrastructure Australia through implementation of changes to our functions following amendments to the *Infrastructure Australia Act 2008*.
- Work Health and Safety briefing about the latest caselaw, insights and developments and received updates on key initiatives such as the second stage of our Reconciliation Action Plan–Innovate RAP.
- Responded to the ANAO performance audit on the management of Conflicts of Interest.
- Reflections on the conduct and effectiveness of meetings and governance at Infrastructure Australia.

<sup>2</sup> Board structure ceased 15 April 2024

During the reporting period, the Accountable Authority had oversight of the development of a set of national emissions values for economic analysis, approved the release of the *2023 Market Capacity Report*; our *Guide to assessing greenhouse gas emissions* and continued to oversee the update of the Infrastructure Priority List (see below) as required by s5 of the *Infrastructure Australia Act 2008 (Cth)*.

The Infrastructure Priority List is updated throughout the year as the Accountable Authority receives and assesses project proposals and following calls for submissions for new or updated proposals.

Throughout 2023–24, the Board, as the Accountable Authority, evaluated proposals for investment in, or enhancements to, nationally significant infrastructure, as required by s5A of the *Infrastructure Australia Act 2008*. Specifically, the Board completed three business case evaluations as detailed in **Table 3**.

**Table 3:** Infrastructure Australia business case activity, 2023-24

| Date approved by Board | State | Proposal                                           | Evaluation outcome as at 30 June 2024         |
|------------------------|-------|----------------------------------------------------|-----------------------------------------------|
| 6 December 2023        | WA    | Lumsden Point development (Port of Port Hedland)   | Complete – not added to IPL (funded proposal) |
| 6 December 2023        | QLD   | M1 Pacific Motorway - Daisy Hill to Logan Motorway | Complete – not added to IPL                   |
| 8 April 2024           | QLD   | Direct Sunshine Coast Rail                         | Complete – not added to IPL                   |

## Audit, Risk and Compliance Committee

The Audit, Risk and Compliance Committee (ARCC) is a sub-committee of the Accountable Authority operating under the ARCC Charter, which assists the Accountable Authority to satisfy its corporate governance obligations and responsibilities, including:

- understanding the business
- financial reporting
- performance reporting
- risk oversight and management
- internal controls.

The Committee also acts as a forum for communication between the Accountable Authority, Infrastructure Australia senior management, internal and external auditors and independent advisers. It was established in compliance with s45 of the *Public Governance, Performance and Accountability Act 2008* and rule 17 of the Public Governance, Performance and Accountability Rules.

Membership, qualifications and attendance of members of the Audit, Risk and Compliance Committee is set out in **Table 4**.

During the reporting period, the Committee met on three occasions.

In 2023–24 the Committee undertook a program of work to meet its Charter obligations. This included overseeing enterprise risk, information technology operations and cyber security, and the internal audit plan which included a review of Infrastructure Australia's supplier payments. The Committee reviewed and endorsed five corporate policies, endorsed the capital and operating budgets as well as the 2022–23 financial statements for approval by the Accountable Authority.

**Table 4:** Audit, Risk and Compliance Committee membership<sup>3</sup> – PGPA Rule Section 17BE (taa)

| Member                                           | Qualifications, knowledge, skills or experience (include formal and informal as relevant)                                                                                                                                                                                                                                                                                                                                                        | Total annual remuneration (GST inc.) |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| <p><b>John Fitzgerald</b><br/><b>(Chair)</b></p> | <p>Worked in finance for 50 years and, in particular, risk management over the last 20 years including responsibility for “Whole of Government Risk Management” when at Victorian Department of Treasury and Finance.</p> <p>Master of Public Infrastructure (Research) (First Class Honours) from the University of Melbourne</p> <p>FAICD (Advanced Diploma)</p> <p>Fellow of the Institute of Public Administration Australia (Victoria).</p> | <p>\$0</p>                           |
| <p><b>Mark Balnaves</b></p>                      | <p>Holds degrees in Economics and Law and a Masters in Finance from London Business School.</p> <p>More than 25 years of director, strategic advisory and infrastructure experience in a wide range of projects having advised on major property and infrastructure projects around Australia for Government, Universities and private investors. He also has extensive merger and acquisition experience across a wide range of industries.</p> | <p>\$0</p>                           |

**3** Member terms concluded on 15 April 2024. The new Audit, Risk and Compliance Committee was appointed and commenced from 1 July 2024

| Member                           | Qualifications, knowledge, skills or experience (include formal and informal as relevant)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Total annual remuneration (GST inc.) |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| <p><b>Vanessa Guthrie AO</b></p> | <p>FAICD FTSE, BSc (Hons) and PhD in science, Diplomas in Business Management and Commercial and Resources Law</p> <p>Over 30 years executive experience in mining and resources sectors, including MD &amp; CEO Toro Energy. Expertise in enterprise risk management particularly sustainability and ESG risks.</p> <p>Board member of Audit and Risk Committees for ASX and NYSE listed companies and public sector entities including chair of Finance Committee at Curtin University. Previous member of Audit and Risk Committee for the Australian Broadcasting Corporation.</p> <p>Member of the Governance Institute of Australia.</p>                                                                                         | <p>\$0</p>                           |
| <p><b>John McGee</b></p>         | <p>Holds formal qualifications in Economics and Law from Sydney University.</p> <p>Over thirty years' experience in the Australian and global capital markets and associated corporate sector. He has extensive experience across banking and finance, insurance, health and hospitals, aviation and air safety.</p> <p>In his executive roles Mr McGee was Managing Director of BNY Mellon Australia Pty Ltd for nine years, heading up the Bank of New York's corporate trust operation in Australia. He has also been a director of many subsidiaries and held responsible manager status on various ASIC and APRA licences. He was also Head of Funds Management, and later Chief Financial Officer, of a listed life insurer.</p> | <p>\$0</p>                           |

## People & Culture Committee

The People & Culture Committee was a sub-committee of the Accountable Authority operating under its Charter. It assisted the Accountable Authority to exercise due care, diligence and skill in relation to:

- oversight of human resources strategies to foster high-quality management practices
- the setting of key performance areas for the Chief Executive Officer and the regular review of the Chief Executive Officer’s performance
- oversight of executive and staff remuneration and benefits to recognise contributions to the business by staff and to reward these appropriately
- oversight of staff policies and procedures, including , Work health and safety, diversity and a code of conduct
- oversight of compliance with applicable laws and regulations.

Membership of the People & Culture Committee is set out in **Table 2**. During the reporting period, the Committee met on three occasions.

In 2023–24 the Committee oversaw the review of human resource processes, the organisation structure, CEO appointment, talent and succession planning, learning and development framework, the performance appraisal framework and remuneration. It monitored staff engagement and work health and safety practices within Infrastructure Australia, particularly in the context of hybrid working and undertook policy reviews in relation to the Privacy Management Framework, Bullying, Harassment and Discrimination, Parental Leave, Work Health & Safety and Domestic and Family Violence.

## People and operations

### Management structures

#### Senior Leadership Team

Infrastructure Australia has a senior leadership team consisting of the CEO, the executive leadership team and directors working across the five main functions of Infrastructure Australia.

- Office of the CEO
- Project Advisory & Evaluation
- Policy and Research
- Operations
- Digital and Data

This team meets weekly to make operational decisions, and to provide a forum for information sharing.

#### Assessment Panel

The Assessment Panel meets regularly to review proposal assessments and make decisions regarding their submission to the Accountable Authority. The Panel is chaired by the CEO and comprises cross-functional staff to ensure a holistic approach to review and input. The Panel identifies information gaps to be addressed before submission to the Accountable Authority and discusses assessment findings with technical staff. The Panel also considers changes to the Infrastructure Australia Assessment Framework, which provides the guidance used for assessing proposals.

#### Policy Panel

The Policy Panel met regularly to collaborate on cross-functional programs of policy and advocacy work and to consider and make recommendations in relation to Policy & Research reports for Accountable Authority approval prior to publication.

## Budget Oversight Committee

The role of the Budget Oversight Committee is to consider for endorsement all proposed procurements with a whole-of-life value of \$40,000 or more. The Budget Oversight Committee is one of the controls established by the Procurement Policy to support sound financial management practices and manage risk. This committee consists of the CEO, Chief Operating Officer, and Director of Finance.

## Project Management Framework

Infrastructure Australia has embedded a Project Management Framework to help deliver its strategic objectives and make effective use of a limited pool of resources. The Framework has been developed in consultation with staff and following best practice and has been designed to be flexible to cover the end-to-end lifecycle of projects from concept to completion.

Projects are prepared in line with the organisation's key activities and strategic objectives as outlined in the Corporate Plan. The Executive Leadership Team considers and approves projects at each stage of the end-to-end lifecycle including checkpoint reviews and end-of-project evaluations and is accountable for the successful delivery of these activities.

## People

### Composition of workforce

Infrastructure Australia had an average staffing level of 40 during the reporting period. At 30 June 2024, Infrastructure Australia's headcount (number of employees) was 42. Of these, 3 are Holders of Public Office, being Infrastructure Australia's interim Acting Chief Commissioner, Acting Commissioner and CEO.

The Commissioners were appointed by the Minister under s10 of the *Infrastructure Australia Act 2008*. The CEO is appointed by the Commissioners under s29 of the *Infrastructure Australia Act 2008*. All other employees are employed under s39(1)(b) of the *Infrastructure Australia Act 2008*.

A breakdown of Infrastructure Australia's headcount at 30 June 2024 can be found at **tables 5 to 8**.

**Table 5:** All ongoing employees at 30 June 2024

|              | Man/Male  |           |           | Women/ Female |           |           | Total     |
|--------------|-----------|-----------|-----------|---------------|-----------|-----------|-----------|
|              | Full time | Part time | Total     | Full time     | Part time | Total     |           |
| <b>NSW</b>   | 13        | -         | 13        | 8             | 4         | 12        | 25        |
| <b>QLD</b>   | -         | -         | -         | 1             | -         | 1         | 1         |
| <b>VIC</b>   | 1         | 1         | 2         | 2             | -         | 2         | 4         |
| <b>Total</b> | <b>14</b> | <b>1</b>  | <b>15</b> | <b>11</b>     | <b>4</b>  | <b>15</b> | <b>30</b> |

**Table 6:** All non-ongoing employees at 30 June 2024

|              | Man/Male  |           |          | Women/ Female |           |          | Total     |
|--------------|-----------|-----------|----------|---------------|-----------|----------|-----------|
|              | Full time | Part time | Total    | Full time     | Part time | Total    |           |
| <b>NSW</b>   | 3         | 1         | 4        | 3             | 2         | 5        | 9         |
| <b>QLD</b>   | -         | -         | -        | -             | 1         | 1        | 1         |
| <b>VIC</b>   | 2         | -         | 2        | -             | -         | -        | 2         |
| <b>Total</b> | <b>5</b>  | <b>1</b>  | <b>6</b> | <b>3</b>      | <b>3</b>  | <b>6</b> | <b>12</b> |

**Table 7:** All ongoing employees at 30 June 2023

|              | Man/Male  |           |           | Women/ Female |           |           | Total     |
|--------------|-----------|-----------|-----------|---------------|-----------|-----------|-----------|
|              | Full time | Part time | Total     | Full time     | Part time | Total     |           |
| <b>NSW</b>   | 12        | -         | 12        | 9             | 3         | 12        | 24        |
| <b>QLD</b>   | -         | -         | -         | 1             | -         | 1         | 1         |
| <b>VIC</b>   | 3         | -         | 3         | 1             | 1         | 2         | 5         |
| <b>Total</b> | <b>15</b> | <b>-</b>  | <b>15</b> | <b>11</b>     | <b>4</b>  | <b>15</b> | <b>30</b> |



**Table 8:** All non-ongoing employees at 30 June 2023

|              | Man/Male  |           |          | Women/ Female |           |          | Total     |
|--------------|-----------|-----------|----------|---------------|-----------|----------|-----------|
|              | Full time | Part time | Total    | Full time     | Part time | Total    |           |
| <b>NSW</b>   | 3         | 2         | 5        | 3             | 3         | 6        | 11        |
| <b>QLD</b>   | -         | -         | -        | -             | 1         | 1        | 1         |
| <b>SA</b>    | -         | 1         | 1        | -             | -         | -        | 1         |
| <b>VIC</b>   | 1         | 1         | 2        | -             | -         | -        | 2         |
| <b>WA</b>    | -         | -         | -        | -             | 1         | 1        | 1         |
| <b>Total</b> | <b>4</b>  | <b>4</b>  | <b>8</b> | <b>3</b>      | <b>5</b>  | <b>8</b> | <b>16</b> |

## Location

Infrastructure Australia leases its office space at Level 19, 60 Martin Place, Sydney, NSW 2000. The building has been awarded six stars under the Green Star Design & As-Built v1 2020 by the Green Building Council of Australia and five-star energy NABERS rating and has recently been awarded the WELL Core & Shell pre-certification at the Premium level.

The building won the 2021 Property Council of Australia – Rider Levett Bucknall NSW State Development of the Year Award, which celebrates the innovative and sustainable features of 60 Martin Place, setting a new benchmark for design and cutting edge- technology.

## Work Health and Safety

Infrastructure Australia is committed to ensuring the health and safety of its workers and any other person in the workplace.

As part of this commitment Infrastructure Australia has:

- Utilised technology options to allow employees to work remotely as required.
- Provided in person and online training in 2023–24 in relation to:
  - Work health and safety
  - Bullying, discrimination and harassment
  - Mental health awareness
  - Domestic Violence
  - First aid training
- Implemented a work health and safety framework, which forms part of Infrastructure Australia’s online training for all staff.
- Provided an Employee Assistance Program to all workers, which includes an expansive range of specialist support services.
- Provided ergonomic assessments as required to employees both in the office and at home.
- The in-office workstations have safety features including adjustable seats and monitors and sit to stand desks.
- Well-being check-ins by the People and Culture team with every employee at least annually and regular check-ins with managers.
- Carried out quarterly WHS inspections of the office space.
- Provided a secure office space, with restricted security pass access and 24/7 security in the base building.

## Incidents and accidents

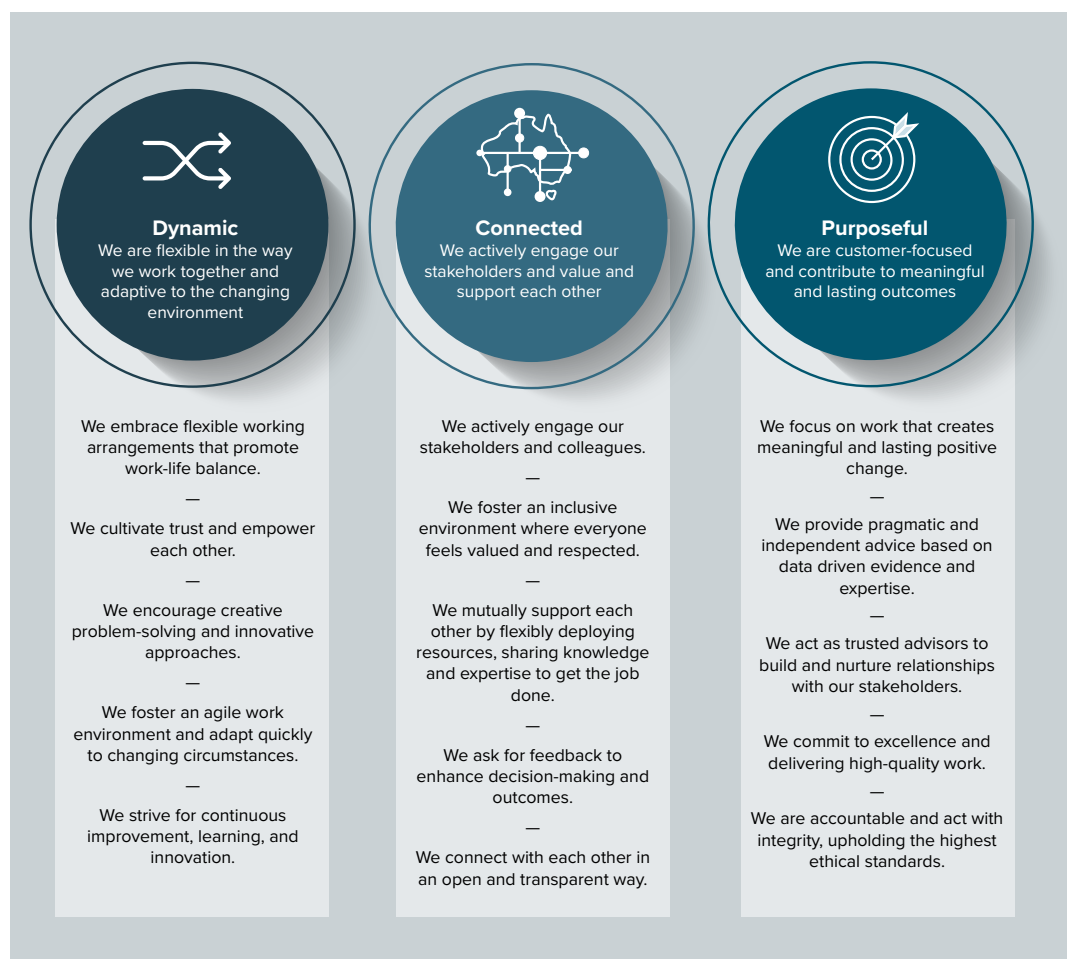
In 2023-24, there were no claims for workers’ compensation made. There were no notifiable incidents arising out of the conduct of Infrastructure Australia’s business or undertakings, and no investigations were undertaken by the regulator, Comcare. Further, no improvement notices or prohibition notices were issued under Part 10 of the *Work Health and Safety Act 2011*.

## Ethical Standards

During 2023–24, Infrastructure Australia continued to demonstrate its commitment to promoting ethical standards and behaviours in the way we work and the products we deliver. These are underpinned by our Core Values (see below):

### Core Values

**Figure 5:** Infrastructure Australia’s core values



As part of Infrastructure Australia’s onboarding process, new staff are informed about our core values and our Code of Conduct. These values are embedded in how we work and promoted through our employment agreements, Strategic

Plan, Business Plans and in individual performance plans. We recognise individual achievements linked to these values on an annual basis through our staff values awards and fortnightly shout outs at our all-staff catchups.

## Executive Remuneration

### Overview

Infrastructure Australia's executive remuneration includes remuneration in relation to key management personnel, senior executives and other highly paid staff.

Infrastructure Australia's key management personnel changed during the year from the CEO, Chair and 11 Board members, to the CEO, Chief Commissioner and one Commissioner. This followed amendments to the *Infrastructure Australia Act 2008* being passed by the Australian Parliament in December 2023, resulting in Infrastructure Australia's Accountable Authority transitioning from a 12-member Board to a Commissioner model made up of a Chief Commissioner and up to 2 Commissioners.

Senior executives of Infrastructure Australia consist of the Executive Leadership Team, being the Chief Operating Officer, Chief of Project Advisory & Evaluation, Chief of Policy & Research, Chief of Digital & Data and Company Secretary & General Counsel.

### Remuneration policies and practices

Infrastructure Australia's key management personnel are Holders of Public Office. Their remuneration is determined by the Remuneration Tribunal under the relevant determination for Holders of full-time or part-time Public Office.

The remuneration for all other employees of Infrastructure Australia is overseen by Infrastructure Australia's Accountable Authority. Salary increases associated with non-executive roles are approved by the Australian Public Service Commission under clause 91 of the *Public Sector Workplace Relations Policy 2023*. Executive roles at Infrastructure Australia are also increased in line with this approval.

In line with Infrastructure Australia's promotions procedure, positions that have been expanded or additional responsibilities added can be benchmarked against market data for comparable roles across organisations with less than 100 staff. This service is provided by Mercer, and along with employee performance reviews, drives the assessment for any individual salary reviews. This process is overseen by the CEO.

Total remuneration for all employees of Infrastructure Australia is fixed.

## Remuneration reporting

The following tables report on the remuneration of Infrastructure Australia's key management personnel and senior executive and highly paid staff in 2023–24.

**Table 9:** Key management personnel remuneration, 2023–24

| Name                  | Position Title             | Short-term benefits |          |                             | Post-employment benefits     | Other long-term benefits |                          | Termination benefits | Total remuneration |
|-----------------------|----------------------------|---------------------|----------|-----------------------------|------------------------------|--------------------------|--------------------------|----------------------|--------------------|
|                       |                            | Base salary         | Bonuses  | Other benefits & allowances | Superannuation contributions | Long service leave       | Other long-term benefits |                      |                    |
| Gabrielle Trainor     | Interim Chief Commissioner | 60,666              | -        | -                           | 6,311                        | -                        | -                        | -                    | 66,977             |
| Clare Gardiner-Barnes | Interim Commissioner       | 42,551              | -        | -                           | 4,681                        | -                        | -                        | -                    | 47,231             |
| Adam Copp             | CEO                        | 391,041             | -        | -                           | 27,399                       | 24,351                   | -                        | -                    | 442,791            |
| Gabrielle Trainor     | Chair                      | 100,418             | -        | -                           | 11,046                       | -                        | -                        | -                    | 111,464            |
| Clare Gardiner-Barnes | Board Member               | 50,209              | -        | -                           | 5,523                        | -                        | -                        | -                    | 55,732             |
| John Fitzgerald       | Board Member               | 50,209              | -        | -                           | 5,523                        | -                        | -                        | -                    | 55,732             |
| John McGee            | Board Member               | 50,209              | -        | -                           | 5,523                        | -                        | -                        | -                    | 55,732             |
| Marion Fulker         | Board Member               | 50,209              | -        | -                           | 5,523                        | -                        | -                        | -                    | 55,732             |
| Mark Balnaves         | Board Member               | 50,209              | -        | -                           | 5,523                        | -                        | -                        | -                    | 55,732             |
| Robert Moffat         | Board Member               | 50,209              | -        | -                           | 5,523                        | -                        | -                        | -                    | 55,732             |
| Vanessa Guthrie       | Board Member               | 55,463              | -        | -                           | -                            | -                        | -                        | -                    | 55,463             |
| <b>Total</b>          |                            | <b>951,394</b>      | <b>-</b> | <b>-</b>                    | <b>82,574</b>                | <b>24,351</b>            | <b>-</b>                 | <b>-</b>             | <b>1,058,319</b>   |

\*Audit, Risk and Compliance Committee members do not receive additional remuneration for serving on the committee

\*All Board appointments concluded on 15 April 2024 when the new Commissioner structure commenced. Gabrielle Trainor AO and Clare Gardiner-Barnes were appointed into the interim Chief Commissioner and interim Commissioner roles respectively from 16 April 2024.

**Table 10: Senior executive remuneration, 2023–24**

| Total remuneration bands | Number of senior executives* | Short-term benefits |                 |                                     | Post-employment benefits             | Other long-term benefits   |                            | Termination benefits         | Total remuneration         |
|--------------------------|------------------------------|---------------------|-----------------|-------------------------------------|--------------------------------------|----------------------------|----------------------------|------------------------------|----------------------------|
|                          |                              | Average base salary | Average bonuses | Average other benefits & allowances | Average superannuation contributions | Average long service leave | Average long-term benefits | Average termination benefits | Average total remuneration |
| \$0–\$220,000            | 2                            | 165,941             | -               | -                                   | 18,384                               | 7,437                      | -                          | -                            | 191,763                    |
| \$270,001-\$295,000      | 1                            | 258,707             | -               | -                                   | 27,244                               | 7,037                      | -                          | -                            | 292,988                    |
| \$295,001-\$320,000      | 2                            | 273,956             | -               | -                                   | 27,399                               | 10,086                     | -                          | -                            | 311,441                    |

**Table 11: Other highly paid staff remuneration, 2023–24**

| Total remuneration bands | Number of senior executives* | Short-term benefits |                 |                                     | Post-employment benefits             | Other long-term benefits   |                          | Termination benefits         | Total remuneration         |
|--------------------------|------------------------------|---------------------|-----------------|-------------------------------------|--------------------------------------|----------------------------|--------------------------|------------------------------|----------------------------|
|                          |                              | Average base salary | Average bonuses | Average other benefits & allowances | Average superannuation contributions | Average long service leave | Other long-term benefits | Average termination benefits | Average total remuneration |
| \$250,000–\$270,000      | 1                            | 232,558             | -               | -                                   | 25,195                               | 6,740                      | -                        | -                            | 264,494                    |

## Risk management

### Risk Framework

Infrastructure Australia has adopted a risk management framework to support its Corporate Plan, key objectives and delivery of core business. The framework includes a process to ensure risks are identified and analysed consistently across all areas. It links the risk evaluation to practical and cost-effective risk responses and controls appropriate to the business. The framework ensures that risks are regularly monitored, reviewed, and communicated to stakeholders in a timely and effective manner.

The risk management framework is implemented through the Risk Management Policy and risk register. The risk register identifies 13 key strategic risks in four categories, being:

1. Financial risks
2. People risks
3. Reputational risks
4. Operational risks.

A separate fraud risk register is also maintained.

The risk registers inform the strategic internal audit program, described in the next section.

As part of our ongoing work program, management monitors key strategic risks and the risk register is updated regularly in consultation with both the Audit, Risk and Compliance Committee and the Accountable Authority.

## Audit

### Internal audit

The objective of the internal audit function is to provide assurance to the Audit, Risk and Compliance Committee, the Accountable Authority and Management in relation to the design and operational effectiveness of Infrastructure Australia's internal control environment. Internal audit services are provided by an external provider under contract.

Infrastructure Australia conducts a rolling three-year strategic internal audit program. The program has been developed to ensure internal audit is focused on the organisation's key strategic risks and the effectiveness of internal controls in managing those risks.

In 2023–24, internal audits into supplier payments and HR process review were completed.

### Indemnities and Insurance

During 2023–24 Infrastructure Australia held insurance arrangements through Comcover in relation to cover for general liability, professional indemnity, directors' and officers' liability, and a range of other corporate insurance. We further held workers compensation cover through Comcare.

## Annual Performance Statements

### Statement of preparation

We, the Accountable Authority of Infrastructure Australia, present the 2023–24 Annual Performance Statements of Infrastructure Australia, as required under paragraph 39(1) (a) of the *Public Governance, Performance and Accountability Act 2013*. In our opinion, these annual performance statements are based on properly maintained records, accurately reflect the performance of the entity, and comply with subsection 39(2) of the Act.

### Results

#### ‘Way we work’ Strategic Goals

**Goal 1 Objective:** Influence governments’ agenda for transformation in the sector

| Metric & indicators                                                                                                           | Outcome (2023-24) |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 75% of proponents applying new guidance and tools from the IA Assessment Framework (2021 release) to submitted proposals.     | 100%              |
| 75% of relevant <sup>4</sup> Australian Government budget funding commitments that come from the Infrastructure Priority List | 38% <sup>5</sup>  |

<sup>4</sup> ‘Relevant’ means total Australian Government funding of more than \$250 million (or funding for business case development where the Australian Government contribution is expected to be more than \$250 million) for named projects in the transport, water, energy, or telecommunications sectors within the 2024-25 Budget Paper 2, available at [https://budget.gov.au/content/bp2/download/bp2\\_2024-25.pdf](https://budget.gov.au/content/bp2/download/bp2_2024-25.pdf)

<sup>5</sup> In line with Government Response to the Independent Review of Infrastructure Australia in December 2022, legislative changes to the Infrastructure Australia Act in December 2023 requires a shorter, more targeted Infrastructure Priority List (IPL). This resulted in a revision to the methodology for the creation of the IPL during FY23-24 and a revised IPL is due to be published in late 2024.



**Goal 2 Objective:** Viewed as a trusted advisor to government on decision-making and policy

| Metric & indicators                                                                                                                                  | Outcome (2023-24)                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| 75% of proponents are satisfied or highly satisfied with the level of engagement and quality of advice provided in the assessment of their proposal. | Engagement - 89%<br>Quality of advice – 67% <sup>6</sup> |
| 75% of stakeholders are satisfied or highly satisfied with the quality of Infrastructure Australia’s stakeholder engagement                          | 94%                                                      |
| 75% of stakeholders surveyed are satisfied or highly satisfied with the quality and rigour of Infrastructure Australia’s advice                      | 94%                                                      |
| 75% of relevant stakeholders are satisfied or highly satisfied with the <i>market capacity report</i>                                                | 94% (100% among federal government stakeholders)         |

**Goal 3 Objective:** Be a high performing workforce with diverse expertise supported by efficient systems

| Metric & indicators                                                                                            | Outcome (2023-24)        |
|----------------------------------------------------------------------------------------------------------------|--------------------------|
| Staff survey results show an Alignment and Engagement score in the top 25% of all other organisations surveyed | Top 10% of organisations |

<sup>6</sup> This result may not be representative as it is outside of the statistical confidence levels of the survey results due to the small sample size (n=9) of surveyed stakeholders where IA assessed a proposal in 2023-24.

## Outcome-focused' Strategic Goals

**Goal 4 Objective:** Improve the quality of life of people living in regional, remote areas and cities

| Metric & indicators                                                                                                                                                                                                                                            | Outcome (2023-24)                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <p><b>Attribution</b></p> <p>Assess the societal impacts of 100% of business cases against quality of life, productivity, environment, sustainability, and resilience. Baseline and increase the percentage of proponents who complete this work overtime.</p> | <p>100%</p> <p>Proponent baseline created for future years: 34%</p>                   |
| <p><b>Contribution</b></p> <p>Australia ranks in top 5 OECD countries in the next 10 years in terms of quality-of-life, as measured by OECD Better Life Index.</p>                                                                                             | <p>Australia ranks 7<sup>th</sup> amongst OECD countries (2020 Better Life Index)</p> |

### How Infrastructure Australia contributes to quality of life outcomes

Societal impacts, including “Quality of life,” feature as a key criteria of Infrastructure Australia’s evaluations of proponent proposals. These evaluations are a key feature of Infrastructure Australia’s advice to the Commonwealth Government.

**Goal 5 Objective:** Guide the improved performance of networks

| Metric & indicators                                                                                                                                                                                | Outcome (2023-24)                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| <p><b>Attribution</b></p> <p>Assess the network and system integration of 100% of business case proposals. Baseline and increase the percentage of proponents who complete this work overtime.</p> | <p>100%</p>                                              |
| <p><b>Contribution</b></p> <p>Cost of living index remains stable or decreases over 10 years as measured by Australian Bureau of Statistics<sup>7</sup></p>                                        | <p>2015-2024 – 2.8%</p> <p>(2014-2023 Baseline 2.5%)</p> |

### How Infrastructure Australia contributes to improving the performance of networks

Advising on network performance improvements of potential new investments through our business case evaluations

Monitoring and reporting on construction supply and demand constraints via our Market Capacity work and providing recommendations to governments on potential strategies to manage constraints.

<sup>7</sup> Based on average quarterly change over 10-year rolling period (2015-2024) of selected Living Costs Indexes, using data sourced from <https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/selected-living-cost-indexes-australia/latest-release#annual-living-costs>

**Goal 6 Objective:** Have a net positive impact for current and future generations

| Metric & indicators                                                                                                                                                                                                 | Outcome (2023-24)                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| <b>Attribution</b>                                                                                                                                                                                                  |                                         |
| 100% of proponents consider IA's Greenhouse Gas Emissions Guidance in business case proposals.                                                                                                                      | 67%                                     |
| <b>Contribution</b>                                                                                                                                                                                                 | 2.3% reduction over 2021                |
| The infrastructure sector's emissions are net-zero no later than 2050, as measured by Department of Climate Change, Energy, the Environment and Water in the annual National Greenhouse Gas Inventory. <sup>8</sup> | (2022 Total 346.8 Mt CO <sub>2e</sub> ) |

**How Infrastructure Australia's contributes to a net positive impact for future generations**

Development and release of our *Guidance Note – Valuing emissions for economic analysis* to assist proponents in assessing emissions of proposed infrastructure investments.

Development and release (released 15 July 2024) of our *Embodied Carbon Projections for Australian Infrastructure and Buildings* report that measures the carbon impact of Australia's forward investment pipeline and proposes a range of strategies to lower it.

**Goal 7 Objective:** Robust and transparent decision making

| Metric & indicators                                                                                                                                                                                       | Outcome (2023-24)       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| <b>Attribution</b>                                                                                                                                                                                        | 100%                    |
| 100% of Infrastructure Australia's evaluations of business cases are published on our website within statutory timelines.                                                                                 |                         |
| <b>Contribution</b>                                                                                                                                                                                       | 50%                     |
| 100% of jurisdictions have consolidated 10-year pipelines for projects and concessions over \$20 million as measured by an audit conducted by Infrastructure Australia on publicly available information. | (2022-23 outcome - 11%) |

**How Infrastructure Australia contributes to robust and transparent decision making**

Advocacy for the inclusion of jurisdiction 10-year pipelines as part of the recommendations within the *Market Capacity Report* and inclusion within the revised Federal Funding Agreement for Land Transport Projects.

<sup>8</sup> "Infrastructure sector's emissions" determined to be carbon dioxide equivalent (CO<sub>2e</sub>) from the following subcategories directly related to the operation or construction of the infrastructure within Infrastructure Australia's remit: 1.A.1 Energy Industries; 1.A.3 Transport; 1.B Fugitive Emissions From Fuels; 2.A.1 Cement Production; 2.A.2 Lime Production; 2.C Metal Industry; 5.D Wastewater treatment and discharge; using latest annual data sourced from <https://www.greenhouseaccounts.climatechange.gov.au/>

## Other legislative requirements

### Freedom of Information Act

In 2023–24, Infrastructure Australia received fourteen requests for access to documents under the *Freedom of Information Act 1982* (the FOI Act).

A practical refusal was issued on four of these requests as no documents exist and another due to no response from the applicant in relation to a revised scope. Two were released in full, three were released in part and four were not released. The decision in one matter was subject to internal review which confirmed the original decision and none have been the subject of review by the Australian Information Commissioner.

Information about documents to which access is granted is published on Infrastructure Australia’s Disclosure Log, in accordance with s11C of the FOI Act: [www.infrastructureaustralia.gov.au/freedom-information-disclosure-log](http://www.infrastructureaustralia.gov.au/freedom-information-disclosure-log)

Infrastructure Australia reviewed and updated the contents of the material published in accordance with the Information Publication Scheme.

### Privacy

In 2023–24, Infrastructure Australia continued to collect, use, disclose, store and dispose of personal information in accordance with the Australian Privacy Principles. No data breaches were identified or reported.

### Market research and advertising

As part of our commitment to continuous improvement, throughout 2023–24 Infrastructure Australia carried out a stakeholder engagement survey to measure stakeholder sentiment against our Corporate Plan measures.

The following amounts were paid by or on behalf of Infrastructure Australia in 2023–24:

Advertising agencies: Nil

Market research organisations: \$95,700 to JWS research Pty Ltd

Polling organisations: Nil

Direct mail organisations: Nil

Media advertising organisations: Nil

### Decisions of courts and tribunals

No judicial decisions or decisions of administrative tribunals were made in 2023–24 that had, or which may have, a significant effect on Infrastructure Australia’s operations.

### Ecologically sustainable development and environmental performance

As required under the *Environmental Protection and Biodiversity Conservation Act 1999 (Cth)* and in line with the Government’s APS Net Zero 2030 policy, Infrastructure Australia reports on how its activities accord with, and its outcomes contribute to, the principles of ecologically sustainable development, as well as the environmental impacts of its operations during the year, and measures taken to minimise these. **Table 12 and 13** reports on our recordable emissions during 2023-24

**Table 12:** Greenhouse Gas Emissions Inventory - Location-based methods

| Emission Source                       | Scope 1<br>t CO <sub>2</sub> -e | Scope 2<br>t CO <sub>2</sub> -e | Scope 3<br>t CO <sub>2</sub> -e | Total<br>t CO <sub>2</sub> -e |
|---------------------------------------|---------------------------------|---------------------------------|---------------------------------|-------------------------------|
| Electricity (Location Based Approach) | n/a                             | 17.818                          | 1.422                           | 19.240                        |
| Natural Gas                           | -                               | n/a                             | -                               | -                             |
| Solid Waste*                          | n/a                             | n/a                             | 1.570                           | 1.570                         |
| Refrigerants**                        | -                               | n/a                             | n/a                             | -                             |
| Fleet and Other Vehicles              | -                               | n/a                             | -                               | -                             |
| Domestic Commercial Flights           | n/a                             | n/a                             | 50.405                          | 50.405                        |
| Domestic Hire Car*                    | n/a                             | n/a                             | -                               | -                             |
| Domestic Travel Accommodation*        | n/a                             | n/a                             | 5.985                           | 5.985                         |
| Other Energy                          | -                               | n/a                             | -                               | -                             |
| <b>Total</b>                          | <b>-</b>                        | <b>17.818</b>                   | <b>59.382</b>                   | <b>77.200</b>                 |

Note: the table above presents emissions related to electricity usage using the location-based accounting method. CO<sub>2</sub>-e = tonnes Carbon Dioxide equivalent.

\*indicates emission sources collected for the first time in 2023-24. The quality of data is expected to improve over time as emissions reporting matures. A portion of waste data was estimated based on site average.

\*\*indicates optional emission source for 2023-24 emissions reporting.

**Table 13:** 2023-24 Electricity Greenhouse Gas Emissions Inventory

| Emission Source                       | Scope 2<br>t CO <sub>2</sub> -e | Scope 3<br>t CO <sub>2</sub> -e | Total<br>t CO <sub>2</sub> -e | Percentage of<br>electricity use |
|---------------------------------------|---------------------------------|---------------------------------|-------------------------------|----------------------------------|
| Electricity (Location Based Approach) | 17.818                          | 1.422                           | 19.240                        | 100.00%                          |
| Market-based electricity emissions    | 17.333                          | 2.140                           | 19.472                        | 81.28%                           |
| <b>Total renewable electricity</b>    | -                               | -                               | -                             | <b>18.72%</b>                    |
| <i>Mandatory renewables 1</i>         | -                               | -                               | -                             | <i>18.72%</i>                    |
| <i>Voluntary renewables 2</i>         | -                               | -                               | -                             | - %                              |

Note: the table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO<sub>2</sub>-e = tonnes Carbon Dioxide equivalent.

1. Mandatory renewables are the portion of electricity consumed from the grid that is generated by renewable sources. This includes the renewable power percentage.
2. Voluntary renewables reflect the eligible carbon credit units surrendered by the entity. This may include purchased large-scale generation certificates, power purchasing agreements, GreenPower and the jurisdictional renewable power percentage (ACT only).

In 2023–24, Infrastructure Australia:

- Continued to respond to amendments of the Infrastructure Australia Act, following the passing of the *Climate Change Act 2022 (Cth)* and the *Climate Change (Consequential Amendments) Act 2022 (Cth)* by accounting for Australia’s greenhouse gas emissions reduction targets when providing advice to the Australian Government, or in any of its plans, audits, and all business case evaluations.
- Published the *Guide to Assessing Greenhouse Gas Emissions* in March 2024 to assist proponents with information on how to treat and account for greenhouse gases in their business case submissions to Infrastructure Australia.
- Completed a body of research to estimate the scope of upfront embodied carbon<sup>9</sup> produced by Australia’s infrastructure and buildings pipeline over the five years to 2026-27, using data collected through the Market Capacity program.
- Maintained offices at 60 Martin Place, Sydney – a building which has been awarded six Stars under Green Star Design & As-Built v1 2020 by the Green Building Council of Australia, representing world leadership in building, design, and construction.
- Sixty Martin Place has been awarded a WELL Platinum Rating, which measures, verifies and monitors building features that impact health and wellbeing.
- Continues to reduce the environmental impact associated with air travel through increased use of webinars for events and virtual meetings on a regular basis.

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**9** Greenhouse gas emissions associated with the production of materials, construction, and end of life stages of an asset



# Financial Performance

## Summary of Financial Performance Background

Infrastructure Australia is funded through government appropriations. We operate within our appropriation and have sufficient cash reserves to settle debts as and when they fall due.

Infrastructure Australia reported a surplus of \$45,220 in 2023–24. This represents less than one per cent of our total funding.

## Revenue

Infrastructure Australia's total income in 2023–24 was \$13,763,383. The vast majority of income is received from Government, from the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, totalling \$12,961,000. Infrastructure Australia received an additional \$559,139 from a number of other Government and industry bodies to fund the delivery of projects associated with market capacity and embodied carbon emissions. Interest income

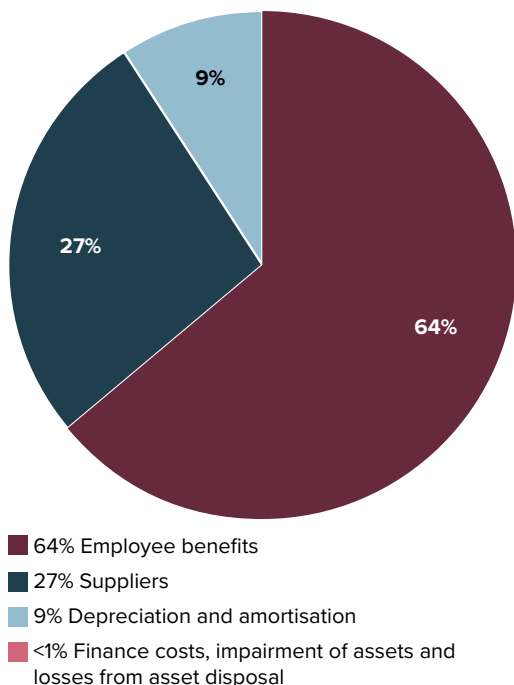


was also received associated with deposits of our funds within our bank accounts and term deposit arrangements totalling \$243,244.

### Expenditure

Infrastructure Australia’s total expenses in 2023–24 were \$13,718,163, with the largest expenditure being in employee costs making up 64 per cent of total expenditure and supplier costs making up 27 per cent. Supplier costs are largely made up of contracted services. Our expenditure profile is represented below.

**Figure 6:** Infrastructure Australia’s 2023-24 expenditure profile



### Financial Position

As at 30 June 2024, Infrastructure Australia had net equity of \$3,146,197, representing assets of \$6,432,958 and liabilities of \$3,286,761.

Most significant asset balances related to cash and a right-of-use asset associated with Infrastructure Australia’s office lease.

Most significant liabilities relate to the lease liability associated with our office lease, and employee provisions associated with annual and long service leave.



## INDEPENDENT AUDITOR'S REPORT

### To the Minister for Infrastructure, Transport, Regional Development and Local Government

#### Opinion

In my opinion, the financial statements of Infrastructure Australia (the Entity) for the year ended 30 June 2024:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2024 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2024 and for the year then ended:

- Statement by the Accountable Authority, Chief Executive and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to the financial statements, comprising material accounting policy information and other explanatory information.

#### Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Other information

The Accountable Authority is responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2024 but does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information, and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

### **Accountable Authority's responsibility for the financial statements**

As the Accountable Authority of the Entity, the Commissioners are responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Commissioners are also responsible for such internal control as the Commissioners determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Commissioners are responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Commissioners are also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

### **Auditor's responsibilities for the audit of the financial statements**

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

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Shane Svoboda  
Audit Principal

Delegate of the Auditor-General

Canberra  
19 September 2024

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**STATEMENT BY THE ACCOUNTABLE AUTHORITY, CHIEF EXECUTIVE AND CHIEF FINANCIAL OFFICER**

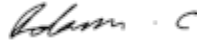
In our opinion, the attached financial statements for the year ended 30 June 2024 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the corporate Commonwealth entity will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the commissioners.



Clare Gardiner-Barnes  
Acting Chief Commissioner  
18 September 2024



Adam Copp  
Chief Executive Officer  
18 September 2024

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# Statement of Comprehensive Income

for the period ended 30 June 2024

| Net cost of services                      | Notes | 2024<br>\$          | 2023<br>\$   | Original Budget<br>\$ |
|-------------------------------------------|-------|---------------------|--------------|-----------------------|
| <b>Expenses</b>                           |       |                     |              |                       |
| Employee benefits                         | 1.1A  | <b>8,724,881</b>    | 6,825,146    | 8,388,000             |
| Suppliers                                 | 1.1B  | <b>3,661,682</b>    | 4,711,969    | 3,458,000             |
| Depreciation and amortisation             | 2.2A  | <b>1,280,698</b>    | 1,275,138    | 1,283,000             |
| Finance costs                             | 1.1C  | <b>20,583</b>       | 30,537       | 21,000                |
| Write-down and impairment of other assets | 1.1D  | <b>23,494</b>       | -            | -                     |
| Losses from asset sales                   |       | <b>6,825</b>        | 19,929       | -                     |
| <b>Total expenses</b>                     |       | <b>13,718,163</b>   | 12,862,719   | 13,150,000            |
| <b>Own-source income</b>                  |       |                     |              |                       |
| <b>Own-source revenue</b>                 |       |                     |              |                       |
| Revenue from contracts with customers     | 1.2A  | <b>559,139</b>      | 223,059      | -                     |
| Interest                                  | 1.2B  | <b>243,244</b>      | 178,460      | 189,000               |
| <b>Total own-source revenue</b>           |       | <b>802,383</b>      | 401,519      | 189,000               |
| <b>Net cost of services</b>               |       | <b>(12,915,780)</b> | (12,461,200) | (12,961,000)          |
| Revenue from Government                   | 1.2C  | <b>12,961,000</b>   | 12,524,000   | 12,961,000            |
| <b>Surplus on continuing operations</b>   |       | <b>45,220</b>       | 62,800       |                       |

The above statement should be read in conjunction with the accompanying notes.

## **Budget Variances Commentary**

### **Statement of Comprehensive Income**

#### **Expenses**

Employee benefit expenses are over budget due to additional resources required to commence the implementation and delivery of the Governments response to the independent review of Infrastructure Australia. Additional resource was further required to cover roles where employees are on paid parental leave and extended annual leave. This was offset in part by savings in budgeted separation and redundancy expenses not utilised in the year.

Supplier expenses are over budget due to the utilisation of additional contractors to deliver projects in relation to Market Capacity and embodied carbon emissions. Additionally there were higher property and launch costs. These were offset in part by lower than budgeted travel costs where meetings were held virtually as opposed to in-person.

Depreciation is under budget due to the purchase of new IT equipment, including laptops, occurring later in the year than budget.

Losses from asset disposals relate to a number of IT assets that were either not compatible within our new ICT environment, or no longer functional.

#### **Own Source Revenue**

Revenue from contracts with customers is over budget due to funding agreements with other government and industry bodies to deliver projects in relation to Market capacity and embodied carbon emissions. These contracts were not budgeted. Additionally, interest received was higher than budget, due to higher than expected interest rates.

# Statement of Financial Position

as at 30 June 2024

|                                           | Notes | 2024<br>\$       | 2023<br>\$ | Original<br>Budget |
|-------------------------------------------|-------|------------------|------------|--------------------|
| <b>Assets</b>                             |       |                  |            |                    |
| <b>Financial assets</b>                   |       |                  |            |                    |
| Cash and cash equivalents                 | 2.1A  | <b>4,482,491</b> | 4,895,682  | 4,955,000          |
| Trade and other receivables               | 2.1B  | <b>328,340</b>   | 180,195    | 34,000             |
| <b>Total financial assets</b>             |       | <b>4,810,831</b> | 5,075,877  | 4,989,000          |
| <b>Non-financial assets<sup>1</sup></b>   |       |                  |            |                    |
| Buildings                                 | 2.2A  | <b>241,362</b>   | 482,723    | 241,000            |
| Buildings - right-of-use                  | 2.2A  | <b>904,306</b>   | 1,808,612  | 904,000            |
| Plant and equipment                       | 2.2A  | <b>275,011</b>   | 399,401    | 327,000            |
| Prepayments                               |       | <b>201,448</b>   | 163,052    | 191,000            |
| <b>Total non-financial assets</b>         |       | <b>1,622,127</b> | 2,853,788  | 1,663,000          |
| <b>Total assets</b>                       |       | <b>6,432,958</b> | 7,929,665  | 6,652,000          |
| <b>Liabilities</b>                        |       |                  |            |                    |
| <b>Payables</b>                           |       |                  |            |                    |
| Suppliers                                 | 2.3A  | <b>634,555</b>   | 1,300,077  | 999,000            |
| Other payables                            | 2.3B  | <b>151,510</b>   | 84,182     | 63,000             |
| <b>Total payables</b>                     |       | <b>786,065</b>   | 1,384,259  | 1,062,000          |
| <b>Interest bearing liabilities</b>       |       |                  |            |                    |
| Leases                                    | 2.4A  | <b>1,142,202</b> | 2,333,680  | 1,142,000          |
| <b>Total interest bearing liabilities</b> |       | <b>1,142,202</b> | 2,333,680  | 1,142,000          |
| <b>Provisions</b>                         |       |                  |            |                    |
| Employee provisions                       | 3.1A  | <b>1,123,060</b> | 877,819    | 1,169,000          |
| Other provisions                          | 2.5A  | <b>235,434</b>   | 232,930    | 241,000            |
| <b>Total provisions</b>                   |       | <b>1,358,494</b> | 1,110,749  | 1,410,000          |
| <b>Total liabilities</b>                  |       | <b>3,286,761</b> | 4,828,688  | 3,614,000          |

| Notes               | 2024<br>\$         | 2023<br>\$  | Original<br>Budget |
|---------------------|--------------------|-------------|--------------------|
| <b>Net assets</b>   | <b>3,146,197</b>   | 3,100,977   | 3,038,000          |
| <b>Equity</b>       |                    |             |                    |
| Contributed equity  | <b>(1,263,525)</b> | (1,263,525) | (1,263,000)        |
| Reserves            | -                  | (2,207)     | (4,000)            |
| Retained surplus    | <b>4,409,722</b>   | 4,366,709   | 4,305,000          |
| <b>Total equity</b> | <b>3,146,197</b>   | 3,100,977   | 3,038,000          |

The above statement should be read in conjunction with the accompanying notes.

1. Right-of-use assets are included in the following line items;

Buildings - right-of-use

## Budget Variances Commentary

### Statement of Financial Position

#### Financial Assets

Cash is lower than budget due to the lower supplier payables at 30 June 2024.

Trade receivables are higher than budget due to funds receivable in relation to services provided to other government entities that were not budgeted, and GST receivable which was higher than budget.

#### Non-Financial Assets

Plant and equipment are lower than budget due to asset revaluations of furniture & equipment, acceleration adjustments of depreciation, and disposals of IT assets that occurred during the financial year.

Prepayments are over budget due to several new prepayments being entered into during the year, in relation to memberships and subscriptions, and IT software.

#### Payables

Supplier payables are under budget due to the increase in payment of invoices at 30 June 2024 above what was budgeted.

#### Provisions

Employee provisions are lower than budget due to a lower annual leave provision where employees have terminated or taken extended periods of annual leave. This is offset in part by an increase in long service leave provision due to updated discount rates in line with the Department of Finance's standard parameters and higher probabilities applied to increased length of service, in particular to many senior roles.



# Statement of Changes in Equity

for the period ended 30 June 2024

| Contributed Equity                           | Notes | 2024<br>\$         | 2023<br>\$     | Original<br>Budget |
|----------------------------------------------|-------|--------------------|----------------|--------------------|
| <b>Contributed Equity</b>                    |       |                    |                |                    |
| <b>Opening balance as at 1 July</b>          |       |                    |                |                    |
| Balance carried forward from previous period |       | (1,263,525)        | (1,263,525)    | (1,263,000)        |
| <b>Adjusted opening balance</b>              |       | <b>(1,263,525)</b> | (1,263,525)    | (1,263,000)        |
| <b>Closing balance as at 30 June</b>         |       | <b>(1,263,525)</b> | (1,263,525)    | (1,263,000)        |
| <b>Retained Earnings</b>                     |       |                    |                |                    |
| <b>Opening balance</b>                       |       |                    |                |                    |
| Balance carried forward from previous period |       | 4,366,709          | 4,305,734      | 4,305,000          |
| Adjustment to revaluation reserve            |       | -                  | (1,825)        | -                  |
| <b>Adjusted opening balance</b>              |       | <b>4,366,709</b>   | 4,303,910      | 4,305,000          |
| <b>Comprehensive income</b>                  |       |                    |                |                    |
| Surplus for the period                       |       | 45,220             | 62,800         | -                  |
| Other comprehensive income                   |       | -                  | -              | -                  |
| <b>Total comprehensive income</b>            |       | <b>45,220</b>      | 62,800         | -                  |
| Transfers between equity components          |       | (2,207)            | -              | -                  |
| <b>Closing balance as at 30 June</b>         |       | <b>4,409,722</b>   | 4,366,709      | 4,305,000          |
| <b>Asset Revaluation reserve</b>             |       |                    |                |                    |
| <b>Opening balance</b>                       |       |                    |                |                    |
| Balance carried forward from previous period |       | (2,207)            | (4,032)        | (4,000)            |
| Adjustment to revaluation reserve            |       | -                  | 1,825          | -                  |
| <b>Adjusted opening balance</b>              |       | <b>(2,207)</b>     | <b>(2,207)</b> | <b>(4,000)</b>     |
| <b>Closing balance as at 30 June</b>         |       | <b>(2,207)</b>     | <b>(2,207)</b> | <b>(4,000)</b>     |
| Transfers between equity components          |       | 2,207              | -              | -                  |
| <b>Closing balance as at 30 June</b>         |       | <b>-</b>           | (2,207)        | (4,000)            |

| Contributed Equity                           | Notes | 2024<br>\$       | 2023<br>\$       | Original<br>Budget |
|----------------------------------------------|-------|------------------|------------------|--------------------|
| <b>Total equity</b>                          |       |                  |                  |                    |
| <b>Opening balance</b>                       |       |                  |                  |                    |
| Balance carried forward from previous period |       | 3,100,977        | 3,038,177        | 3,038,000          |
| Adjustment to revaluation reserve            |       | -                | -                | -                  |
| <b>Adjusted opening balance</b>              |       | <b>3,100,977</b> | <b>3,038,177</b> | <b>3,038,000</b>   |
| <b>Comprehensive income</b>                  |       |                  |                  |                    |
| Surplus for the period                       |       | 45,220           | 62,800           | -                  |
| Other comprehensive income                   |       | -                | -                | -                  |
| <b>Total comprehensive income</b>            |       | <b>45,220</b>    | <b>62,800</b>    | <b>-</b>           |
| Transfers between equity components          |       | -                | -                | -                  |
| <b>Closing balance as at 30 June</b>         |       | <b>3,146,197</b> | 3,100,977        | 3,038,000          |

The above statement should be read in conjunction with the accompanying notes.

## Accounting Policy

### Equity Injections

Amounts that are designated as 'equity injections' for a year are recognised directly in contributed equity in that year.

### Restructuring of Administrative Arrangements

Net assets received from or relinquished to another Government entity under a restructuring of administrative arrangements are adjusted at their book value directly against contributed equity.

## Budget Variances Commentary

### Retained Earnings

Retained earnings are over budget by the reportable surplus in the current financial year.

# Cash Flow Statement

for the period ended 30 June 2024

| Notes                                        | 2024<br>\$        | 2023<br>\$ | Original<br>Budget |
|----------------------------------------------|-------------------|------------|--------------------|
| <b>Operating activities</b>                  |                   |            |                    |
| <b>Cash received</b>                         |                   |            |                    |
| Receipts from Government                     | <b>12,961,000</b> | 12,524,000 | 12,961,000         |
| Goods and services                           | <b>302,455</b>    | 223,059    | -                  |
| Interest                                     | <b>242,600</b>    | 175,666    | 189,000            |
| GST received                                 | <b>574,539</b>    | 517,348    | 228,000            |
| Other                                        | -                 | -          | -                  |
| <b>Total cash received</b>                   | <b>14,080,594</b> | 13,440,073 | 13,378,000         |
| <b>Cash used</b>                             |                   |            |                    |
| Employees                                    | <b>8,394,012</b>  | 6,657,332  | 8,103,000          |
| Suppliers                                    | <b>4,849,254</b>  | 5,092,601  | 3,757,000          |
| Interest payments on lease liabilities       | <b>18,079</b>     | 28,059     | 18,000             |
| Other                                        | -                 | -          | 5,000              |
| <b>Total cash used</b>                       | <b>13,261,346</b> | 11,777,992 | 11,883,000         |
| <b>Net cash used by operating activities</b> | <b>819,248</b>    | 1,662,081  | 1,495,000          |
| <b>Investing activities</b>                  |                   |            |                    |
| <b>Cash used</b>                             |                   |            |                    |
| Purchase of property, plant and equipment    | <b>40,960</b>     | 61,297     | 62,000             |
| <b>Total cash used</b>                       | <b>40,960</b>     | 61,297     | 62,000             |
| <b>Net cash used by investing activities</b> | <b>(40,960)</b>   | (61,297)   | (62,000)           |

|                                                                     | Notes | 2024<br>\$         | 2023<br>\$  | Original<br>Budget |
|---------------------------------------------------------------------|-------|--------------------|-------------|--------------------|
| <b>Financing activities</b>                                         |       |                    |             |                    |
| <b>Cash used</b>                                                    |       |                    |             |                    |
| Principal payments of lease liabilities                             |       | <b>1,191,479</b>   | 1,134,676   | 1,191,000          |
| <b>Total cash used</b>                                              |       | <b>1,191,479</b>   | 1,134,676   | 1,191,000          |
| <b>Net cash used by financing activities</b>                        |       | <b>(1,191,479)</b> | (1,134,676) | (1,191,000)        |
| <b>Net increase/(decrease) in cash held</b>                         |       | <b>(413,191)</b>   | 466,108     | 242,000            |
| Cash and cash equivalents at the beginning of the reporting period  |       | <b>4,895,682</b>   | 4,429,574   | 4,713,000          |
| <b>Cash and cash equivalents at the end of the reporting period</b> | 2.1A  | <b>4,482,491</b>   | 4,895,682   | 4,955,000          |

The above statement should be read in conjunction with the accompanying notes.

## Budget Variances Commentary

### Cash Flow Statement

#### Cash received

Cash received is higher than budget due to funds received for delivery of projects in relation to market capacity and embodied carbon emissions that were not budgeted, and higher than budgeted interest rates contributing to higher interest income.

#### Cash used

Cash used is higher than budget due to the payment of the large volume of supplier payables at 30 June 2023 and paid during 2023-24 and payments associated with the market capacity and embodied carbon emissions projects that were not budgeted.

Cash used for employees is also higher than budgeted due to additional employees engaged to deliver the Governments response in relation to the independent review of Infrastructure Australia during the year.

Cash used for the purchase of property, plant and equipment is under budget due to fewer purchases of new IT equipment that was budgeted.

# Notes to and forming part of the Financial Statements

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# Overview

## Objectives of the Entity

Infrastructure Australia is a Corporate Commonwealth entity established on 1 September 2014 following amendment of the Infrastructure Australia Act 2008. The objective of Infrastructure Australia is to be the Commonwealth Government's independent adviser on nationally significant infrastructure investment planning and project prioritisation

On 1 September 2014 relevant assets, liabilities and the balance of the Infrastructure Australia Special Account were transferred to Infrastructure Australia from the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, making up the current contributed equity balance.

Infrastructure Australia is structured to meet the following outcome:

**Outcome 1:** Improve decision-making on matters relating to infrastructure; advise governments and others on matters relating to infrastructure, including better assessment of infrastructure needs and prioritisation of infrastructure projects; and promote best practice infrastructure planning, financing, delivery and operation.

The continued existence of Infrastructure Australia in its present form is dependent on Government policy and on continuing funding by Parliament for the entity's administration and program.

## The Basis of Preparation

The financial statements are general purpose financial statements and are required by Section 42 of the Public Governance, Performance and Accountability Act 2013.

The financial statements have been prepared in accordance with:

- a. Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR); and
- b. Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars.

## Taxation

Infrastructure Australia is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

## Events After the Reporting Period

On 13 September 2024, Minister Catherine King announced the appointment of the inaugural Commissioners to Infrastructure Australia. The interim Chief Commissioner will remain in the role until the Commissioners commence, which is expected to be in October 2024. There is no financial impact to the reporting period ended 30 June 2024.

# Financial Performance

This section analyses the financial performance of Infrastructure Australia for the year ended 2024

## 1.1 Expenses

|                                | 2024<br>\$       | 2023<br>\$ |
|--------------------------------|------------------|------------|
| <b>1.1A: Employee benefits</b> |                  |            |
| Wages and salaries             | <b>7,040,291</b> | 5,502,345  |
| Superannuation                 |                  |            |
| Defined contribution plans     | <b>822,903</b>   | 613,564    |
| Leave and other entitlements   | <b>861,687</b>   | 709,237    |
| Separation and redundancies    | -                | -          |
| <b>Total employee benefits</b> | <b>8,724,881</b> | 6,825,146  |

### Accounting Policy

Accounting policies for employee related expenses are contained in the People and Relationships section (3.1).

|                                                | 2024<br>\$       | 2023<br>\$ |
|------------------------------------------------|------------------|------------|
| <b>1.1B: Suppliers</b>                         |                  |            |
| <b>Goods and services supplied or rendered</b> |                  |            |
| Consultants                                    | <b>1,957,021</b> | 2,191,779  |
| Contractors                                    | <b>25,449</b>    | 625,720    |
| Travel                                         | <b>205,696</b>   | 276,008    |
| Property operating costs                       | <b>241,067</b>   | 228,715    |
| Publications and subscriptions                 | <b>78,704</b>    | 62,305     |
| Recruitment expenses                           | <b>56,088</b>    | 132,633    |
| Training, conferences and seminars             | <b>87,721</b>    | 273,223    |
| Audit fees - external                          | <b>40,000</b>    | 40,000     |
| Audit fees - internal                          | <b>38,320</b>    | 53,680     |
| Stationery, printing and postage               | <b>9,760</b>     | 16,015     |
| IT services                                    | <b>843,107</b>   | 722,887    |
| Other                                          | <b>78,749</b>    | 89,004     |

|                                                      | 2024<br>\$       | 2023<br>\$ |
|------------------------------------------------------|------------------|------------|
| <b>Total goods and services supplied or rendered</b> | <b>3,661,682</b> | 4,711,969  |
| Goods supplied                                       | <b>454,903</b>   | 398,878    |
| Services rendered                                    | <b>3,206,779</b> | 4,313,091  |
| <b>Total goods and services supplied or rendered</b> | <b>3,661,682</b> | 4,711,969  |

## Accounting Policy

### Leasing Commitments

Infrastructure Australia has elected not to recognise a right-of-use asset and lease liabilities for its property lease with a remaining term of 12 months or less. Infrastructure Australia recognises the lease payments associated with this lease as an expense on a straight-line basis over the lease term.

|                               | 2024<br>\$    | 2023<br>\$ |
|-------------------------------|---------------|------------|
| <b>1.1C Finance costs</b>     |               |            |
| Interest on lease liabilities | <b>18,078</b> | 30,537     |
| Unwinding of discount         | <b>2,505</b>  | -          |
| <b>Total finance costs</b>    | <b>20,583</b> | 30,537     |

|                                                        | 2024<br>\$    | 2023<br>\$ |
|--------------------------------------------------------|---------------|------------|
| <b>1.1D Write-down and impairment of other assets</b>  |               |            |
| Revaluation decrements                                 | <b>23,494</b> | -          |
| <b>Total write-down and impairment of other assets</b> | <b>23,494</b> | -          |



## 1.2 Own Source Revenue and gains

|                                                                | 2024<br>\$     | 2023<br>\$ |
|----------------------------------------------------------------|----------------|------------|
| <b>Own-Source Revenue</b>                                      |                |            |
| <b>1.2A: Revenue from contracts with customers</b>             |                |            |
| Rendering of services                                          | <b>559,139</b> | 223,059    |
| <b>Total revenue from contracts with customers</b>             | <b>559,139</b> | 223,059    |
| <b>Disaggregation of revenue from contracts with customers</b> |                |            |
| Type of customer:                                              |                |            |
| Australian Government entities (related parties)               | <b>423,931</b> | 223,059    |
| State and Territory Governments                                | <b>102,000</b> | -          |
| Non-government entities                                        | <b>33,208</b>  | -          |
|                                                                | <b>559,139</b> | 223,059    |
| Timing of transfer of goods and services:                      |                |            |
| Over time                                                      | <b>559,139</b> | 223,059    |
|                                                                | <b>559,139</b> | 223,059    |

### Accounting Policy

Revenue from the sale of goods is recognised when control has been transferred to the buyer.

AASB15 has been applied to all contracts from the date of initial application.

Infrastructure Australia's principal activity from which it generates its revenue from contracts with customers is cost recovery of project management services.

The transaction price is the total amount of consideration to which Infrastructure Australia expects to be entitled in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

|                       | 2024<br>\$     | 2023<br>\$ |
|-----------------------|----------------|------------|
| <b>1.2B: Interest</b> |                |            |
| Deposits at bank      | <b>243,244</b> | 178,460    |
| <b>Total interest</b> | <b>243,244</b> | 178,460    |

### Accounting Policy

Interest revenue is recognised using the effective interest method.

|                                            | 2024<br>\$        | 2023<br>\$ |
|--------------------------------------------|-------------------|------------|
| <b>Gains</b>                               |                   |            |
| <b>1.2C: Revenue from Government</b>       |                   |            |
| Appropriations                             |                   |            |
| Corporate Commonwealth entity payment item | <b>12,961,000</b> | 12,524,000 |
| <b>Total revenue from Government</b>       | <b>12,961,000</b> | 12,524,000 |

### Accounting Policy

#### Revenue from Government

Funding received or receivable from the Department of Infrastructure, Transport, Regional Development, Communications and the Arts is recognised as Revenue from Government, unless they are in the nature of an equity injection or loan. Appropriations for the year are recognised when Infrastructure Australia gains control of the appropriation. Appropriations receivable are recognised at their nominal amounts.

# Financial Position

This section analyses the [entity's] assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and Relationships section.

## 2.1 Financial Assets

|                                        | 2024<br>\$       | 2023<br>\$ |
|----------------------------------------|------------------|------------|
| <b>2.1A: Cash and cash equivalents</b> |                  |            |
| Cash on hand or on deposit             | <b>4,482,491</b> | 4,895,682  |
| <b>Total cash and cash equivalents</b> | <b>4,482,491</b> | 4,895,682  |

### Accounting Policy

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

- a. cash on hand;
- b. demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value

|                                             | 2024<br>\$     | 2023<br>\$ |
|---------------------------------------------|----------------|------------|
| <b>2.1B: Trade and other receivables</b>    |                |            |
| <b>Goods and services receivables</b>       |                |            |
| Goods and services                          | <b>256,684</b> | 26,488     |
| <b>Total goods and services receivables</b> | <b>256,684</b> | 26,488     |
| <b>Other receivables</b>                    |                |            |
| Goods and Services Tax receivable           | <b>66,861</b>  | 131,256    |
| Employee receivables                        | -              | 18,300     |
| Interest Receivables                        | <b>4,795</b>   | 4,151      |
| <b>Total other receivables</b>              | <b>71,656</b>  | 153,707    |
| <b>Total trade and other receivables</b>    | <b>328,340</b> | 180,195    |

### Accounting Policy

#### Trade and other receivables

Trade receivables, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method less impairment. Interest expense is recognised by applying the effective interest rate.

All receivables are assessed for impairment on balance date. Credit terms for goods and services were within 30 days (2023: 30 days).

## 2.2 Non-Financial Assets

|  | Buildings -<br>leasehold<br>improvement<br>\$ | Buildings -<br>right-of-use<br>asset<br>\$ | Plant and<br>equipment<br>\$ | Total<br>\$ |
|--|-----------------------------------------------|--------------------------------------------|------------------------------|-------------|
|--|-----------------------------------------------|--------------------------------------------|------------------------------|-------------|

### 2.2A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Intangibles

| <b>As at 1 July 2023</b>                                                     |                |                  |                |                    |
|------------------------------------------------------------------------------|----------------|------------------|----------------|--------------------|
| Gross book value                                                             | 1,206,806      | 4,743,509        | 674,570        | <b>6,624,885</b>   |
| Accumulated depreciation, amortisation and impairment                        | (724,083)      | (2,934,897)      | (275,169)      | <b>(3,934,149)</b> |
| <b>Total as at 1 July 2023</b>                                               | <b>482,723</b> | <b>1,808,612</b> | <b>399,401</b> | <b>2,690,736</b>   |
| Recognition of service concession assets on initial application of AASB 1059 | -              | -                | -              | -                  |
| <b>Adjusted total as at 1 July 2023</b>                                      | <b>482,723</b> | <b>1,808,612</b> | <b>399,401</b> | <b>2,690,736</b>   |
| Additions                                                                    | -              | -                | -              | -                  |
| Purchase or internally developed                                             | -              | -                | 40,960         | <b>40,960</b>      |
| Revaluations recognised in net cost of services                              | -              | -                | (23,494)       | <b>(23,494)</b>    |
| Depreciation and amortisation                                                | (241,361)      | -                | (135,031)      | <b>(376,392)</b>   |
| Depreciation on right-of-use assets                                          | -              | (904,306)        | -              | (904,306)          |
| Disposals                                                                    | -              | -                | -              | -                  |
| Other                                                                        | -              | -                | (6,825)        | <b>(6,825)</b>     |
| <b>Total as at 30 June 2024</b>                                              | <b>241,362</b> | <b>904,306</b>   | <b>275,011</b> | <b>1,420,679</b>   |
| <b>Total as at 30 June 2024 represented by</b>                               |                |                  |                |                    |
| Gross book value                                                             | 1,206,806      | 4,743,509        | 669,382        | <b>6,619,697</b>   |
| Accumulated depreciation, amortisation and impairment                        | (965,444)      | (3,839,203)      | (394,371)      | <b>(5,199,018)</b> |
| <b>Total as at 30 June 2024</b>                                              | <b>241,362</b> | <b>904,306</b>   | <b>275,011</b> | <b>1,420,679</b>   |
| Carrying amount of right-of-use assets                                       | -              | 904,306          | -              | 904,306            |
| Carrying amount of service concession assets                                 | -              | -                | -              | -                  |

## Revaluations of non-financial assets and intangible assets

All revaluations were conducted in accordance with the revaluation policy stated below. On 30 June 2024, Infrastructure Australia conducted a review of asset values against market values.

No indicators of impairment have been identified over the above non-financial assets as at 30 June 2024.

No assets have been held for collateral as at 30 June 2024.

### Accounting Policy

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

#### Asset Recognition Threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$1,500, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

#### Lease Right of Use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

An impairment review is undertaken for any right-of-use lease asset that shows indicators of impairment and if required, an accumulated impairment balance is recognised against the asset.

#### Revaluations

Following initial recognition at cost, property, plant and equipment (excluding ROU assets) are carried at fair value (or an amount not materially different from fair value) less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

**Depreciation**

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the entity using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

| Asset class                               | 2024                                                   | 2023                                                   |
|-------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|
| <b>Buildings (right-of-use asset)</b>     | Shorter of lease term or expected useful economic life | Shorter of lease term or expected useful economic life |
| <b>Buildings (leasehold improvements)</b> | Shorter of lease term or expected useful economic life | Shorter of lease term or expected useful economic life |
| <b>Plant and equipment</b>                | 3 to 10 years                                          | 3 to 10 years                                          |

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

**Impairment**

All assets were assessed for impairment at 30 June 2024. Where indications of impairment exist, the asset’s recoverable amount is estimated and an impairment adjustment made if the asset’s recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset’s ability to generate future cash flows, and the asset would be replaced if the entity were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

**Derecognition**

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal. Any gain or loss is recognised on the statement of comprehensive income.

**Accounting Judgements and Estimates**

Fair value of assets have been assessed at 30 June 2024, and a revaluation adjustment of plant and equipment has been conducted.

## 2.3 Payables

|                              | 2024<br>\$     | 2023<br>\$ |
|------------------------------|----------------|------------|
| <b>2.3A: Suppliers</b>       |                |            |
| Trade creditors and accruals | <b>550,323</b> | 1,123,136  |
| Contract liabilities         | <b>84,232</b>  | 176,941    |
| <b>Total suppliers</b>       | <b>634,555</b> | 1,300,077  |

Settlement is usually made within 30 days.

|                             | 2024<br>\$     | 2023<br>\$ |
|-----------------------------|----------------|------------|
| <b>2.3B: Other payables</b> |                |            |
| Salaries and wages          | <b>88,613</b>  | 20,559     |
| Superannuation              | <b>61,028</b>  | 63,623     |
| Statutory payable           | <b>1,869</b>   | -          |
| <b>Total other payables</b> | <b>151,510</b> | 84,182     |

## 2.4 Interest Bearing Liabilities

|  | 2024<br>\$ | 2023<br>\$ |
|--|------------|------------|
|--|------------|------------|

### 2.4A: Leases

|                     |                  |           |
|---------------------|------------------|-----------|
| Lease liabilities   | <b>1,142,202</b> | 2,333,680 |
| <b>Total leases</b> | <b>1,142,202</b> | 2,333,680 |

### Maturity analysis - contractual undiscounted cash flows

|                      |                  |           |
|----------------------|------------------|-----------|
| Within 1 year        | <b>1,147,299</b> | 1,209,557 |
| Between 1 to 5 years | -                | 1,147,299 |
| More than 5 years    | -                | -         |
| <b>Total leases</b>  | <b>1,147,299</b> | 2,356,856 |

Total cash outflow for leases for the year ended 30 June 2024 was \$1,205,736 (2023: \$1,161,530)

### Accounting Policy

For all new contracts entered into, Infrastructure Australia considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the department's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

Infrastructure Australia currently holds two leases in relation to office premises and car parking space. Each lease has a 5 year term with an option to renew for a period of 4 years, and includes an escalation clause of 3.75% per annum. At date of reporting, it is confirmed the option will not be taken up. The lease liability value was determined using an incremental borrowing rate of 1.07% per annum.



## 2.5 Other Provisions

|                                 | Provision for restoration<br>\$ | Total<br>\$ |
|---------------------------------|---------------------------------|-------------|
| <b>2.5A: Other Provisions</b>   |                                 |             |
| As at 1 July 2022               | <b>232,930</b>                  | 232,930     |
| Additional provisions made      | <b>2,504</b>                    | 2,504       |
| <b>Total as at 30 June 2023</b> | <b>235,434</b>                  | 235,434     |

Infrastructure Australia currently has one (2023: one) agreement for the leasing of premises which has provisions requiring the entity to restore the premises to their original condition at the conclusion of the lease. The entity has made a provision to reflect the present value of this obligation.

### Accounting Policy

#### Lease make good

The provision represents the present value of the estimated costs to make good the premises leased by Infrastructure Australia at the end of the respective lease term.

### Accounting Judgements and Estimates

The estimated cost of the makegood provision to restore the premises to their original condition at the conclusion of the lease was determined using advice from an independent design expert, considering all costs associated with restoring the leased premises to its original condition.

# People and relationships

This section describes a range of employment and post employment benefits provided to our people and our relationships with other key people.

## 3.1 Employee provisions

|                                  | 2024             | 2023    |
|----------------------------------|------------------|---------|
|                                  | \$               | \$      |
| <b>3.1A: Employee provisions</b> |                  |         |
| Annual leave                     | <b>420,036</b>   | 331,522 |
| Long service leave               | <b>703,024</b>   | 546,297 |
| <b>Total employee provisions</b> | <b>1,123,060</b> | 877,819 |

### Accounting Policy

Liabilities for 'short-term employee benefits' and termination benefits expected within 12 months of the end of reporting period are measured at their nominal amounts.

Other long-term employee benefits are measured as the net total of the present value of the defined benefit obligation at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly (as described in the note below).

#### Leave

The liability for employee benefits includes provision for annual leave and long service leave.

Leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined by reference to the shorthand method as permitted in the Financial Reporting Rule (FRR). The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation and is discounted using Commonwealth Government bond rates.

#### Superannuation

Staff of Infrastructure Australia are members of the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government. The PSSap is a defined contribution scheme.

The liability for superannuation recognised as at 30 June 2024 represents outstanding contributions.

### Accounting Judgements and Estimates

Employee provisions included in this note have been estimated using present value techniques in accordance with the shorthand method as permitted by the FRR. This takes into account expected salary growth and future discounting using bond rates.

### 3.2 Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of Infrastructure Australia, directly or indirectly. Infrastructure Australia has determined the key management personnel to be its Accountable Authority and Chief Executive Officer. In December 2023 amendments to the Infrastructure Australia Act 2008 changed its Accountable Authority from a 12 person Board to a Commissioner structure consisting of one Chief Commissioner and up to two Commissioners. This change took effect from 15 April 2024, with the appointment of an interim Chief Commissioner and interim Commissioner.

Key management personnel remuneration is reported in the table below:

|                                                                         | 2024<br>\$       | 2023<br>\$ |
|-------------------------------------------------------------------------|------------------|------------|
| <b>3.2: Employee provisions</b>                                         |                  |            |
| Short-term employee benefits                                            | <b>951,394</b>   | 991,140    |
| Post-employment benefits                                                | <b>82,574</b>    | 79,555     |
| Other long-term employee benefits                                       | <b>24,351</b>    | 33,292     |
| Termination benefits                                                    | -                | -          |
| <b>Total key management personnel remuneration expenses<sup>1</sup></b> | <b>1,058,319</b> | 1,103,987  |

The total number of key management personnel that are included in the above table are 9 (2023: 16).

1. The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the entity.

### 3.3 Related Party Disclosures

#### Related party relationships:

Infrastructure Australia is an Australian Government controlled entity. Related parties to this entity are Board members to 14 April 2024, Commissioners from 15 April 2024 to 30 June 2024, Chief Executive Officer and other Australian Government entities.

#### Transactions with related parties:

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by the entity, it has been determined that there are no related party transactions to be separately disclosed.

# Managing uncertainties

This section analyses how Infrastructure Australia manages financial risks within its operating environment.

## 4.1: Contingent assets and liabilities

Infrastructure Australia does not have any quantifiable contingencies (2023: nil).

### Accounting Policy

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

## 4.2 Financial Instruments

|  | 2024<br>\$ | 2023<br>\$ |
|--|------------|------------|
|--|------------|------------|

### 4.2A: Categories of financial instruments

| Financial assets at amortised cost                            |                  |           |
|---------------------------------------------------------------|------------------|-----------|
| Cash on hand or on deposit                                    | 4,482,491        | 4,895,682 |
| Trade and other receivables                                   | 261,480          | 48,939    |
| <b>Total financial assets at amortised cost</b>               | <b>4,743,971</b> | 4,944,621 |
| <b>Total financial assets</b>                                 | <b>4,743,971</b> | 4,944,621 |
| Financial Liabilities                                         |                  |           |
| Financial liabilities measured at amortised cost              |                  |           |
| Trade creditors and accruals                                  | 634,555          | 1,300,077 |
| <b>Total financial liabilities measured at amortised cost</b> | <b>634,555</b>   | 1,300,077 |
| <b>Total financial liabilities</b>                            | <b>634,555</b>   | 1,300,077 |

### Accounting Policy

#### Financial assets

In accordance with AASB 9 Financial Instruments, Infrastructure Australia classifies its financial assets in the following categories:

- financial assets measured at amortised cost.

The classification depends on both the entity's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the entity becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

### **Financial Assets at Amortised Cost**

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

### **Effective Interest Method**

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

### **Impairment of Financial Assets**

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

### **Financial Liabilities**

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

### **Financial Liabilities at Amortised Cost**

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

# Other information

## 5.1 Current/non-current distinction for assets and liabilities

|                                                                         | 2024<br>\$       | 2023<br>\$ |
|-------------------------------------------------------------------------|------------------|------------|
| <b>5.1A: Current/non-current distinction for assets and liabilities</b> |                  |            |
| <b>Assets expected to be recovered in:</b>                              |                  |            |
| <b>No more than 12 months</b>                                           |                  |            |
| Cash and cash equivalents                                               | 4,482,491        | 4,895,682  |
| Trade and other receivables                                             | 328,340          | 180,195    |
| Prepayments                                                             | 201,448          | 163,052    |
| <b>Total no more than 12 months</b>                                     | <b>5,012,279</b> | 5,238,929  |
| <b>More than 12 months</b>                                              |                  |            |
| Buildings                                                               | 241,362          | 482,723    |
| Buildings - right-of-use                                                | 904,306          | 1,808,612  |
| Plant and equipment                                                     | 275,011          | 399,401    |
| <b>Total more than 12 months</b>                                        | <b>1,420,679</b> | 2,690,736  |
| <b>Total assets</b>                                                     | <b>6,432,958</b> | 7,929,665  |
| <b>Liabilities expected to be settled in:</b>                           |                  |            |
| <b>No more than 12 months</b>                                           |                  |            |
| Suppliers                                                               | 634,555          | 1,300,077  |
| Other payables                                                          | 151,510          | 84,182     |
| Leases                                                                  | 1,142,202        | 1,191,478  |
| Employee provisions                                                     | 615,576          | 506,922    |
| Other provisions                                                        | -                | -          |
| <b>Total no more than 12 months</b>                                     | <b>2,779,277</b> | 3,082,659  |
| <b>More than 12 months</b>                                              |                  |            |
| Leases                                                                  | -                | 1,142,202  |
| Employee provisions                                                     | 507,484          | 370,897    |
| Other provisions                                                        | -                | 232,930    |
| <b>Total more than 12 months</b>                                        | <b>507,484</b>   | 1,746,029  |
| <b>Total liabilities</b>                                                | <b>3,286,761</b> | 4,828,688  |

# Appendix A: List of requirements

| PGPA Rule Reference | Part of Report                   | Description                                                                                                                                                                | Requirement              |
|---------------------|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>17BE</b>         | <b>Contents of annual report</b> |                                                                                                                                                                            |                          |
| 17BE(a)             | Governance<br>p29                | Details of the legislation establishing the body.                                                                                                                          | Mandatory                |
| 17BE(b)(i)          | Governance<br>p29                | A summary of the objects and functions of the entity as set out in legislation.                                                                                            | Mandatory                |
| 17BE(b)(ii)         | Governance<br>p29                | The purposes of the entity as included in the entity's corporate plan for the reporting period.                                                                            | Mandatory                |
| 17BE(c)             | Governance<br>p29                | The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers. | Mandatory                |
| 17BE(d)             | Nil given                        | Directions given to the entity by the Minister under an Act or instrument during the reporting period.                                                                     | If applicable, mandatory |
| 17BE(e)             | Not applicable                   | Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act.                                                | If applicable, mandatory |

| PGPA Rule Reference | Part of Report    | Description                                                                                                                                                                                                                                                                                                                               | Requirement              |
|---------------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 17BE(f)             | Not applicable    | Particulars of non-compliance with: <ol style="list-style-type: none"> <li>a. a direction given to the entity by the Minister under an Act or instrument during the reporting period; or</li> <li>b. a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act.</li> </ol> | If applicable, mandatory |
| 17BE(g)             | Governance p44    | Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule                                                                                                                                                                                                                                | Mandatory                |
| 17BE(h),17BE(i)     | Not applicable    | Not applicable                                                                                                                                                                                                                                                                                                                            | If applicable, mandatory |
| 17BE(j)             | Overview – p11-15 | Information on the Accountable Authority, or each member of the Accountable Authority, of the entity during the reporting period                                                                                                                                                                                                          | Mandatory                |
| 17BE(k)             | Overview – p6     | Outline of the organisational structure of the entity (including any subsidiaries of the entity).                                                                                                                                                                                                                                         | Mandatory                |
| 17BE(ka)            | Governance p40-41 | Statistics on the entity’s employees on an ongoing and non-ongoing basis, including the following: <ol style="list-style-type: none"> <li>a. statistics on full-time employees;</li> <li>b. statistics on part-time employees;</li> <li>c. statistics on gender;</li> <li>d. statistics on staff location</li> </ol>                      | Mandatory                |



| <b>PGPA Rule Reference</b> | <b>Part of Report</b> | <b>Description</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Requirement</b>       |
|----------------------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 17BE(l)                    | Governance p41        | Outline of the location (whether or not in Australia) of major activities or facilities of the entity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Mandatory                |
| 17BE(m)                    | Governance p29-39     | Information relating to the main corporate governance practices used by the entity during the reporting period.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Mandatory                |
| 17BE(n)<br>17BE(o)         | Nil to report         | For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): a. the decision making process undertaken by the Accountable Authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and b. the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions. | If applicable, mandatory |
| 17BE(p)                    | Overview p9-10        | In December 2023, changes to the Infrastructure Australia Act 2008 (Cth), gave effect to major elements of the independent review and the government's response. These changes initiated significant reforms to how Infrastructure Australia operates, its functions, and its products. The most significant reform was to Infrastructure Australia's governance structure. Under the new legislation, the twelve-member Board was replaced on 15 April 2024 by a Chief Commissioner and two Commissioners as the Accountable Authority.                                                                   | If applicable, mandatory |

| PGPA Rule Reference | Part of Report | Description                                                                                                                                                                                                                                                                                                              | Requirement              |
|---------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 17BE(q)             | Nil to report  | Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity.                                                                                                                                                                           | If applicable, mandatory |
| 17BE(r)             | Governance p33 | <p>a. IA has participated in the ANAO audit of Management of conflicts of interest by corporate Commonwealth entity boards. At the time of reporting the final report had not been issued by the ANAO.</p>                                                                                                               | If applicable, mandatory |
| 17BE(s)             | Nil to report  | An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report.                                                                                                                                                                            | If applicable, mandatory |
| 17BE(t)             | Nil to report  | Details of any indemnity that applied during the reporting period to the Accountable Authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs) | If applicable, mandatory |

| <b>PGPA Rule Reference</b>            | <b>Part of Report</b> | <b>Description</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Requirement</b>       |
|---------------------------------------|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 17BE(taa)                             | Governance<br>p35-37  | The following information about the audit committee for the entity: <ul style="list-style-type: none"> <li>a. a direct electronic address of the charter determining the functions of the audit committee;</li> <li>b. the name of each member of the audit committee;</li> <li>c. the qualifications, knowledge, skills or experience of each member of the audit committee;</li> <li>d. information about each member's attendance at meetings of the audit committee;</li> <li>e. the remuneration of each member of the audit committee</li> </ul> | Mandatory                |
| 17BE(ta)                              | Governance<br>p29     | Information about executive remuneration.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Mandatory                |
| <b>17BF Contents of annual report</b> |                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                          |
| 17BF(1)(a)(i)                         | Not applicable        | An assessment of significant changes in the entity's overall financial structure and financial conditions.                                                                                                                                                                                                                                                                                                                                                                                                                                             | If applicable, mandatory |
| 17BF(1)(a)(ii)                        | Not applicable        | An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial conditions                                                                                                                                                                                                                                                                                                                                                                                         | If applicable, mandatory |
| 17BF(1)(b)                            | Nil to report         | Information on dividends paid or recommended                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | If applicable, mandatory |

| PGPA Rule Reference | Part of Report | Description                                                                                                                                                                                                                                                                                   | Requirement              |
|---------------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 17BF(1)(c)          | Nil to report  | <p>Details of any community service obligations the government business enterprise has including:</p> <ul style="list-style-type: none"> <li>a. an outline of actions taken to fulfil those obligations; and</li> <li>b. an assessment of the cost of fulfilling those obligations</li> </ul> | If applicable, mandatory |
| 17BF(2)             | Not applicable | A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise                                                                     | If applicable, mandatory |

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Infrastructure Australia provides independent advice to the Commonwealth Government on nationally significant infrastructure investment planning and project prioritisation.

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