

AHRI ANNUAL REPORT
JANUARY-DECEMBER 2017



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The AHRI Annual Report for the year 1 January-31 December 2017 was published online during May 2018, prior to the Annual General Meeting of the Institute.

An online copy of the Financial Report for the year ended 31 December 2017 is available for viewing or downloading by AHRI members on the AHRI website at ahri.com.au/AGM (Member username and password is required)

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REPORT FROM THE CHAIRMAN AND NATIONAL PRESIDENT



It is my pleasure to report a year of stable growth and profitability which have enabled the Institute to continue to pursue the strategic priority of investment in certification, with a strong focus on the future sustainability of the HR profession and AHRI's central role as the caretaker of professional standards and practice.

AHRI's sound financial results in 2017 occurred despite an economic climate marked by significant global uncertainties in markets and

trade. That outlook may have been an outcome of the rhetoric and activity of a somewhat capricious new president taking office in the United States, and troubling predictions about the world economy coming out of the Brexit vote in the UK. However, Australia to date has weathered the headwinds that have been generated by those historic events.

Although the unsettling background has likely contributed to caution in household and corporate spending, AHRI's annual centrepiece, the national convention, attracted impressive delegate numbers and visitor attendance in 2017.

Registrations were in the order of 1500 delegates and another 700-plus visitors were in attendance at the renovated International Convention Centre in Sydney, a venue we had not been able to use for the previous four years. It was pleasing again to note that, in addition to attendees from Australia, international delegates flew into the convention from 20 countries.

I can report also that membership of AHRI during the year has remained steady with total member numbers of 20,200 at year's end. The gender profile has remained roughly constant over the past two years, with 74 per cent of members being female. Approximately 61 per cent of members work in the private sector, 26 per cent are from federal, state and local government bodies, with the remainder from not-for-profit enterprises.

Assisted by AHRI's Research Advisory Panel, 2017 saw surveys of members on topics such as workplace domestic violence, ethics in business and the future of work. Research was undertaken in association with Deakin University and the University of NSW on the respective topics of HR certification and domestic violence.

I note with pleasure that AHRI's mentor program remained strong during 2017, assisted by a partnership with Art of Mentoring to enable better use of technology.

Under its chair Professor Alan Nankervis, the National Accreditation Committee received 36 applications during 2017 from 16 universities.

The AHRI Model of Excellence informed the accreditation program and that continues to be communicated to universities.

On advocacy and partnerships, we continued our involvement in the area of disability employment during the year by hosting a roundtable of the Australian Network on Disability at our Melbourne office. On another front we worked with KPMG and

the International Integrated Reporting Council to promote the merits of the six capitals that are reported using this model, one of which is human capital. We arranged meetings, attended seminars and published an article on the subject in the HR monthly magazine.

From the perspective of the HR profession in general and AHRI in particular, the mainstream media were preoccupied during 2017 with office romances and sexual harassment issues that touched on HR practice, good, bad and indifferent. I refer in particular to the prolonged Seven West scandal and the sacking of two Australian Football League executives early in the year as well as the Harvey Weinstein revelations and the workplace stories that arose as a result of the #MeToo movement later in the year that, many of which involved HR. I accepted invitations to be interviewed by numerous radio stations on the subject and published a Fairfax opinion piece under the heading "HR's allegiance is to the organisation, not the boss", as a way of setting the record straight about what HR should be doing when complaints are made about executive behaviour.

Given the heightened interest in these matters that meant taking a bold stand at times, the AHRI Board and the management group sought advice on defamation law and media risk from a legal specialist at KL Gates.

Other HR related subjects on which AHRI's views were sought in the print press and the electronic media ranged far and wide, and included low wage growth, bereavement leave, millennials, payroll underpayments, job cheats, sick days, long service leave, mental health and executive rorts.

Our research on the future of work was the subject of [press coverage](#) by the Australian Financial Review, a publication which also took an interest in my appointment as Chair of CPA Australia, as you may have observed.

On AHRI's behalf I also commenced serving the second year of my two-year term during 2017 as President of the [World Federation of People Management Associations](#). My term concludes in June 2018. The World Federation represents around 700,000 HR and people management professionals from 93 national HR associations on the continents of Africa, Asia Pacific, Europe, North America and South America.

AHRI is also represented internationally on the [Asia Pacific Federation of Human Resource Management \(APFHRM\)](#). At a time when the momentum towards HR certification is increasingly international in character, it was opportune that AHRI's General Manager of Culture and People, Rosemary Guyatt, herself a certified HR practitioner (FCPHR), was able to assume responsibility for AHRI's role on the Asia Pacific Federation, including the role running the secretariat. We were represented at meetings of the two global bodies this year in Manila, Hong Kong and Rio de Janeiro.

A handwritten signature in black ink that reads "Peter Wilson". The signature is written in a cursive, flowing style.

Peter Wilson AM, FCPHR

REPORT FROM THE CHIEF EXECUTIVE AND MANAGING DIRECTOR



AHRI has made a significant step during 2017 towards boosting our capability to support members with respect to the quality and breadth of our product and service offerings, in addition to building a greater capacity to know more about the profiles of members so that we are better placed to service their requirements, and to enable them to service their own requirements.

While there is considerably more to do on this front, particularly in the digital space, 2017 has been a year in which we have made a real effort to become a member association with which members can more easily engage. An example is the redesign of the HRM website that commenced during 2017 in order to improve user experience and calls to action for AHRI products and services, and boost exposure for advertisers. The site is on track to be delivered in the first quarter of 2018.

Following AHRI's rebrand towards the end of 2016, an external business-to-business advertising campaign, focused on HR certification, was launched in the first quarter of this year. The campaign positioned HR certification as the industry standard for HR professionals and included billboard and social media advertising.

The advertising campaign generated a series of videos that highlighted the relationship between certified HR practitioners and their CEOs. A promotional video featured high-profile business leaders who made the point that HR certification is a key contributor to improving professional standards, raising customer confidence (internal and external), and boosting an organisation's bottom line.

AHRI's mission-critical HR certification strategy has moved incrementally from talking specifically to AHRI members, which has been actively occurring over the past two years, into the next stage of engaging employers of HR practitioners so they can see the value to business of good HR.

That communication strategy has focused on the central role that a robust certification regime plays in setting the standard for good HR, thereby increasing its organisational impact, and we have seen a growing momentum gathered in the numbers of certified practitioners during 2017. Through the use of the new member grade post nominals, CPHR and FCPHR, we can assure employers that AHRI certified HR practitioners have demonstrated the knowledge, skills and behaviours that enable them to make a significant contribution as HR business partners.

What that meant in 2017 is that we invested in an external communication campaign with the attendant expenses involved, which included an AHRI Board decision to substantially subsidise the enrolment costs of AHRI's certification centrepiece, the postgraduate-level AHRI Practising Certification Program (the APC).

The objective of the substantial subsidy was to put HR certification within financial reach of the maximum number of members during the 2017 semester enrolment periods.

An associated objective was to give AHRI's management sufficient time to inform eligible members of the benefits to them entailed in that initiative.

I am pleased to report that the strategy was successful in that certification numbers increased significantly during the year, and with the endorsement of the AHRI Board, we will continue the investment strategy in the immediate future.

The 2017 year has been a turning point for the institute and also for the profession because it is the year in which we have seen the momentum shifting towards certification to such an extent that we are getting closer to being able to say with conviction that 'not everyone can do HR'. To become a respected profession in the marketplace, HR practitioners must be able to point to a baseline set of standards and practices they have achieved that separate certified practitioners from those who until now have been able without any impediments, to call themselves HR professionals. In the past anyone has been able to call themselves an HR professional by simply saying so, but no longer.

That is especially so in light of AHRI's official adoption of a new public personality and voice, in response to member feedback, that combines the attributes of being proud, bold, genuine and visionary.

Lyn Goodear, FAHRI GAICD

PROFESSIONAL DEVELOPMENT PROFILE

HR CERTIFICATION

Three cohorts of candidates for HR certification were presented to the National Certification Council (NCC) during February, August and December 2017, and a fourth was in progress for candidate applications to be assessed in February 2018.

The successful candidates took up one of the four pathways to certification:

- AHRI Practising Certification Program (APC)
- Senior Leaders Pathway
- CIPD Reciprocal Member Pathway
- Academic Pathway (a new pathway introduced in 2017)

During the year 798 members commenced their certification journey via the range of pathways that match their current experience. Over the same period 192 candidates were able to complete the certification process, thereby becoming entitled to use the post-nominal CPHR or FCPHR, and have had their names published in *HR monthly* magazine.

Towards the end of the year, the AHRI Board decided to continue to subsidise the 2017 intakes by continuing the fee reduction for the APC distance fee to \$495 per unit (from \$1,550) and the workshop fee to \$995 per unit (from \$2,050).

National Certification Council meetings were attended by the following NCC members:

- Distinguished Professor Wayne F. Cascio, Robert H. Reynolds Chair in Global Leadership, University of Colorado Denver, and the present Chair of the Society of Human Resource Management Certification Commission in the United States
- Professor Carol Dickenson, Senior Deputy Vice-chancellor, Queensland University of Technology
- Tanya Hammond, Director, Tailored HR Solutions
- Carmel McGregor, former Deputy Secretary Defence People, Department of Defence, and Adjunct Professor, University of Canberra
- Ross Miller, General Manager, Retail Banking, St George Bank
- Dr John Molineux, Senior Lecturer in Human Resource Management, Deakin University, and former HR Director, Australian Taxation Office
- Robert R. Orth, former Director of Human Resources, IBM Australia and New Zealand, and presently Executive Director, PeopleSense!
- Dr Kim Schofield, former Deputy Commissioner, Western Australia Public Sector Commission, and presently Managing Director, Kapability Solutions.
- Dr Victoria Winkler, Head of Assessment, Chartered Institute of Personnel and Development in the United Kingdom (CIPD)
- AHRI Chairman and National President Peter Wilson AM.

During 2017, a number of articulation pathways were established from the APC to other postgraduate university programs, whereby certified members can continuously build their capability and HR practice.

2017 AHRI NATIONAL CONVENTION

The 2017 AHRI National Convention and Exhibition was held at the recently renovated International Convention Centre (ICC) Sydney, located in Darling Harbour. 2017 saw a return to Sydney after a four-year hiatus due to the reconstruction of the venue.

The program ran over 4 days (Monday 21 – Thursday 24 August), which included two pre-convention conferences (HR Technology and Public Sector), a pre-convention workshop (Thomas Chamorro-Premuzic), a two-day main program and two post-convention workshops (Dave Ulrich and Erica Dhawan). Some of the keynote speakers were:

- Thomas Chamorro-Premuzic – Professor of Business Psychology
- Chris Riddell – Global Futurist
- Lois P Frankel – President of Corporate Coaching International
- Dave Ulrich – Rensis Likert Professor of Business
- Erica Dhawan – Founder and CEO, Cotential
- Robert French AC – Former Chief Justice of the High Court
- Rachel Botsman – Author and academic
- Louise Mahler – Presence, influence and vocal intelligence

The 2017 convention attracted 1,469 registered delegates across the four days of programs, as well as more than 700 visitors to the 122-stand trade exhibition that showcased the latest in HR and workplace products and services. In addition to delegates from Australia, international delegates flew into the convention from 20 countries.

Aside from the main program, 287 delegates attended the Public Sector HR Conference, 146 took part in the HR Technology Conference and more than 300 people participated in one of the three workshops. From a social standpoint, 1,166 guests attended the convention gala dinner.

NETWORKS AND OTHER EVENTS

A total of 181 Network Forums were hosted around the country by AHRI's Convenors during the year, attended by more than 6,500 delegates, most of which were free for members. Five State Conferences were conducted during the year (SA, WA, NT, NSW & QLD) which included Newcastle, and received almost 500 registrations.

The International Women's Day breakfast events were held during March in four states (QLD, NSW, ACT & VIC), and attracted a total of 801 registered delegates. Two speakers were engaged: Sarah Ferguson spoke at the Canberra event and Tara Moss toured the other three states.

INCLUSION AND DIVERSITY CONFERENCE

In 2017 AHRI hosted three Inclusion and Diversity Conferences, which replaced the traditional state conferences in Victoria and Canberra. Sydney (1 May) attracted 261 delegates, Canberra (26 October) had 103 attendees and Melbourne (2 November) finished the series with 172.

Some of the keynote speakers were:

- Elizabeth Broderick AO – Former Sex Discrimination Commissioner (NSW)
- Dr Susan Alberti AC – Chair, Susan Alberti Medical Research Foundation (NSW & VIC)
- Kevin Figueiredo GAICD – General Manager Group WHS, Woolworths (NSW)
- Elizabeth Griffin – Head of Inclusion and Diversity, CBA (NSW)
- Dylan Alcott OAM – Australia’s most successful Paralympian (ACT & VIC)
- Virginia Haussegger AM – Journalist and media commentator (ACT)
- Kate Jenkins – Sex Discrimination Commissioner (VIC)

[AHRI’s Inclusion and Diversity Reference Panel](#) guided the format and selection of speakers for this conference.

REGISTERED TRAINING ORGANISATION

AHRI continues to influence the delivery of HR education in the VET sector, by our active participation as an RTO. We also have provided guidance and support to PWC, which in 2017, became Skills for Australia, in association with the Business Services Industry Reference Committee.

AHRI was successful in obtaining \$20K grant funded by the VET Development Centre as part of a workforce development fund. The grant funded a Digital Innovation Project that produced an online professional development program designed to build online teaching capability of the BSB41015 Certificate IV in HR academic teaching staff. This professional development initiative is integral to AHRI’s transition to a more digitally enhanced delivery strategy across its formal education programs.

TRAINING NEEDS ANALYSIS

Since AHRI launched the [TNA online tool](#), more than 10,000 individuals have registered to assess their HR capability. The tool is underpinned by the AHRI Model of Excellence and outlines the capabilities and behaviours required to be an effective HR practitioner. A group assessment report is available to organisations and their HR teams, which includes a self-assessment and provides a developmental roadmap based on aggregated results. In addition, a review of HR functions and services is provided for organisations with a customised report that can be benchmarked against other industries.

CORPORATE IN-HOUSE TRAINING

AHRI delivered 386 programs across Australia to organisations during 2017 in the private, public and not for profit sectors. Growth in customised formats of 18 per cent was recorded during the year, particularly in the leadership development area. New courses were developed during the year in response to supporting member organisations, including programs on ‘Advanced Organisational Design’, ‘Behavioural Interviewing’ and ‘Mentoring at Work’.

WEBINARS

Participation rates for AHRI webinars has continued to grow, with particular interest in topics related to legislation, HR and performance management.

DIGITAL LEARNING

AHRI continued to expand its [suite of eLearning modules](#) to meet the market need, with the most popular modules purchased being ‘Fair Work Act - Understanding Workplace Rights’ and ‘Fraud and Corruption Awareness’.

INTERNATIONAL PROGRAMS

AHRI delivered an industry HR program in Malaysia, and customised corporate HR training programs based on the AHRI Professional Certificate IV in HR, was delivered in Fiji.

CENTRE OF EXCELLENCE PROFILE

AHRI 2017 AWARDS

The winners of the 2017 AHRI awards for workplace excellence were announced on November 29 at a gala dinner at Melbourne's Albert Park Pullman. From 27 short-listed individuals, eight Individual Award winners were announced, while nineteen Organisation Award winners were announced from among the 67 shortlisted organisations, as follows:

INDIVIDUAL AWARDS

- Dave Ulrich HR Leader Award - Mari Ruiz, BankVic
- Lynda Gratton CEO Award, Dr Deborah Cole - Dental Health Care Victoria
- AHRI CEO Diversity Champion Award - Chris Sutherland, Programmed
- AHRI HR Diversity Champion Award - Johanna Neilsen, CBUS Super
- Dave Ulrich HR Practitioner Award - Dora Peake, Transurban
- Dave Ulrich HR Rising Star Award - Alison Ballard, Downer Group
- Ram Charan HR Student Award - Lauren Jones (James Cook University Townsville)
- Ram Charan AHRI Practising Certification Award - Catherine McLachlan CPHR, Department of Social Services

ORGANISATION AWARDS

- AHRI Workplace Relations Award - Peter MacCallum Cancer Centre
- Elizabeth Broderick AO Workforce Flexibility Award - CBUS Super
- Peter Williams Award for HR Technology - IBM Australia
- Sir Ken Robinson Innovation and Creativity Award - oOh!media
- Wayne Cascio Award for Organisational Change and Development - Medibank Private
- Dame Quentin Bryce AD CVO Gender Equity in the Workplace Award - Deloitte Australia
- Fons Trompenaars Cross Cultural Management Award - Allianz (Sustainable Employment Program)
- Graeme Innes AM Disability Employment Award - Department of Defence
- Michael Kirby AC LGBTIQ Inclusion Award - Deloitte Australia
- Stan Grant Indigenous Employment Award
- Central Australian Aboriginal Congress (joint winner) - Programmed (joint winner)
- AHRI Talent Management Award - McDonald's Australia
- Susan Ryan AO Age Diversity in the Workplace Award - Pockets of Brilliance
- Marshall Goldsmith Talent Development Award - Paccar Australia
- Rob Goffee Leadership Development Award - Qantas Airways

- AHRI Corporate Social Responsibility Award - Beyond Bank Australia
- AHRI Inclusive Workplace Award - International Convention Centre Sydney
- Allan Fels AO Mental Health in the Workplace Award - Chevron Australia
- Martin Seligman Health & Wellbeing Award - Department of Education & Training Queensland

RESEARCH

Assisted by the [AHRI Advisory Research Panel](#) and our other reference panels as required, 2017 commenced with a AHRI-UNSW joint research survey on workplace domestic violence that produced a report, the findings of which were the subject of an article in the *Sydney Morning Herald* that received wide national coverage. During 2017 AHRI conducted a joint survey about business ethics with the CPA database, the findings of which were published in an April report. The ARP panel surveyed members on the subject of the Future of Work, focusing on AHRI members responses to questions about their hopes and fears. The report of findings was the subject of an *Australian Financial Review* article and was the subject of a number of speeches given at venues around the country.

ALLIANCES AND PARTNERSHIPS

AHRI continues to conduct key relationships with senior HR leaders through the National President's Forum. In addition the [AHRI Public Sector Reference Panel](#), the Inclusion and Diversity Reference Panel, in addition to the Advisory Research Panel and the [HR Technology Advisory Panel](#). These panels involved members bringing their expertise and connections to AHRI that have informed activities in HR certification, publications, research, events, professional development and membership.

Apart from the AHRI panels, we have developed partnerships with the aim of expanding the range of products and services we can make available to our members.

AHRI enjoys a strong relationship with Australian universities, as evidenced by the accreditation system AHRI oversees with respect to HR courses accredited by its [National Accreditation Committee](#). With respect to the VET sector, AHRI serves on the Business Services Industry Reference Committee (IRC) with PwC and other bodies.

AHRI formed a partnership in 2017 with [Gartner](#) (formerly CEB) to provide AHRI members with access to Gartner's highly valued publications and research. Access to the resources is exclusive to current financial AHRI members. Gartner is a best practice insight and technology company that brings a unique view into what matters - and what works - when driving corporate performance.

AHRI continued its partnership during 2017 with the Australian Network on Disability (AND). Representatives of AHRI regularly attend the highly regarded AND roundtables and in March hosted a well-attended roundtable at our Melbourne office.

During the year, AHRI attended a KPMG-sponsored seminar to explore the case for an integrated reporting model that includes human capital. A KPMG Associate Director, Michael Bray,

co-authored an article with KPMG's Global Head of People, Susan Ferrier, that was published in AHRI's *HR monthly* magazine during 2017 to test out the HR appetite for engagement with the idea. AHRI also met with the CEO of the global body advocating integrated reporting, the International Integrated Reporting Council (IIRC) Richard Howitt.

AHRI enjoys a long-term partnership with law firm Holding Redlich which involves providing intellectual property on legal issues to our HR Management Support Centre, [AHRI: Assist](#), a member benefit.

AHRI:ASSIST

AHRI:ASSIST continued to be a very useful resource for AHRI members. During 2017, there were more than 262,733 web page views. A further 719 queries were submitted to AHRI:Assist and on average they received a same-day individual response. AHRI:ASSIST web content is regularly reviewed and updated to meet the changing legal and contemporary HR practices. Only AHRI members are eligible to access this service.

AHRI MENTORING

AHRI 2017 mentor program enabled 267 AHRI members to take part as mentees in facilitated relationships with 251 mentors. The generosity of some mentors was again noted as they took on more than one mentee during the program.

AHRI entered into a partnership with Art of Mentoring this year in order to build on our solid foundation in this area to create a world-class professional mentoring program, which improved the matching capability through better use of technology.

Only AHRI members are eligible to participate in the Mentor Program.

AHRI COURSE ACCREDITATION

As the professional body for HR in Australia, AHRI sets the standard for HR practice via HR certification. AHRI values the role our education providers play in building essential HR knowledge and skills, and providing graduates from those AHRI accredited providers, with direct 'cross-credit' into the APC program for three of the four units, i.e. the three 'knowledge' units.

This year, 36 applications from universities and education providers nationally for HR course accreditation were received from 16 universities. The AHRI Model of Excellence continues to inform both the AHRI Practising Certification program (APC), and the AHRI course accreditation program and is reviewed and maintained with the support of our advisory panels and international partners.

ADVOCACY

Based on the findings of a member survey conducted in July under the title Future of Work: HR Hopes and Fears, AHRI used the data in speeches and in communications with government and media representatives. In particular, the data formed the basis of the CEO's opening speech at the AHRI National Convention held in Sydney in August, that was followed by a keynote speech by global futurist Chris Riddell.

The survey findings were the subject of a November article titled 'Robots Threaten Jobs: Australian Human Resources Institute' in *The Australian Financial Review*. It also formed the basis of a meeting with the Shadow Minister for Workforce Participation, the Future of Work and the Digital Economy, Ed Husic MP, who initiated a Senate Select Committee Inquiry into the Future of Work and Workers, and accordingly invited AHRI to prepare a submission. AHRI made a submission in the new year based largely on the 2017 survey results.

AHRI met with the Age Discrimination Commissioner, Dr Kay Patterson, of the Australian Human Rights Commission. Discussions were held relating to further research studies building on the previous AHRI studies relating to older workers and the Government's agenda to keep them in the workforce as long as possible and to assist their recruitment options if they leave the workforce and want to return. The Government agenda is economic as well as social. The collaboration would also include looking at HR professional development and AHRI awards.

On the matter of disability employment, AHRI CEO Lyn Goodear met with the relevant Minister, the Hon Jane Prentice MP, in Melbourne to discuss ways in which AHRI could assist with the government agenda. We also continued to nurture our relationships with the Australian Network on Disability and the Diversity Council Australia, which are both leading advocates in their respective areas.

During February, AHRI met with the CEO of Soldier On, a body that is leading a veterans employment initiative under the patronage of the Prime Minister. AHRI representatives also attended a seminar in Canberra and participated in a launch of the initiative at Kirribilli House in November.

AHRI IN THE MEDIA

The issue of office romances and workplace sexual harassment were the dominant HR media issues during 2017, in the wake of the 2016 story on scandals at Seven-West Media, and followed by the 2017 executive sackings at the Australian Football League, the workplace revelations about Don Burke, and finally Harvey Weinstein in the US, and the international #MeToo movement. These stories shone the light on HR, and not always in a favourable way, and led to me placing an opinion piece in the Fairfax press under the headline [‘HR’s allegiance is to the organisation, not the boss’](#) which received wide coverage. Another Fairfax article written by the CEO Lyn Goodear late in the year on the necessity for staff to feel safe in taking harassment allegations to HR, also received wide coverage. The prolonged Seven-West scandal caught the attention of the London Financial Times, which interviewed Peter Wilson on the subject

These stories were a reminder that there are significant shortcomings in the HR practices at some organisations, which enabled AHRI to point to the merits of employing certified HR practitioners.

As the AHRI media spokesperson, Peter Wilson was quoted about and fielded enquiries on issues as varied as low wage growth, bereavement leave, millennials, payroll underpayments, expense rorts, job cheats and AHRI’s mentor program. He also did radio interviews on the ABC and commercial stations on issues such as sick days, long service leave, mental health and executive rorts.

Articles appeared in the media on AHRI research studies such as absence management, turnover and retention, domestic violence and inclusion and diversity. The appointment of two AHRI directors to the CPA board in October led to some attention in the Australian Financial Review in the Wake of the scandals that preceded that board. Articles appeared on event speakers such as Dave Ulrich, Heather Geary and Elizabeth Broderick, and AHRI award winners noticed in the press were included Auricon, Optus, Medibank, Geraldton Greater City Council and the City of Logan, and AHRI’s then new General Manager of Culture and People, Rosemary Guyatt, was quoted by the BBC in a story following the sacking of the former head of the FBI, James Comey, by US President Donald Trump.

In view of the introduction of AHRI’s daily news site HRM Online, during February the AHRI Board and senior management group participated in a media law briefing, with an emphasis on defamation law, conducted by a special counsel from the law firm KL Gates.

NATIONAL PRESIDENT’S FORUM

The 2017 NPF meetings featured a combination of case-studies and perspectives from NPF member companies, along with external specialist input on topical issues. The external speakers included ASIC Chairman, Greg Medcraft on “Why Culture Matters”; Sex Discrimination Commissioner Kate Jenkins on the “Gender Equality Journey”; and Convention speakers Andy Meikle and Matt Wallaert who addressed the NPF at invitation only lunches.

KPMG hosted a session at its Insights Centre on Automation, AI, Robots and the Future, Westpac Group presented on Inclusion Inspires Action, as part of their 200th celebrations, and Broadpectrum with CEO Fidel Lopez Soria and HR Group Executive Grant Kerswell presented on the topic of Integration and Change. Lendlease and Chris Lamb hosted a very productive NPF Council meeting during March.

Other 2017 AHRI highlights included the research and expert consultation support the NPF has provided. A number of NPF members participate in expert advisory panels. As a result, AHRI survey findings have gained considerably from views expressed formally and informally by Forum members. During 2017 AHRI published a number of research papers to which the NPF members made a contribution. These include The Future of Work: HR Hopes and Fears, Domestic Violence and HR, Ethics in Business, and Workplace Inclusion and Diversity.

MEMBERSHIP PROFILE

AHRI MEMBERSHIP

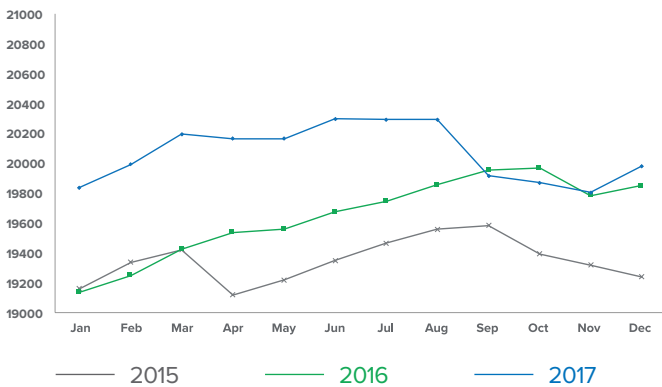
Membership numbers for 2017 year were in excess of 20,200 at year's end.

In acknowledging the unique contribution that HR academics make to the profession (as distinct from HR practitioners), the year saw the introduction of three new membership levels, with the roll-out of the academic pathways to certification. The new member levels are:

- Academic Member (AMAHRI)
- Certified Academic (CAHR)
- Fellow Certified Academic (FCAHR)

In support of connecting emerging HR practitioners to the 'world of work', the Work Experience Placement Program (WEPP) was expanded during 2017 with the introduction of a third intake for the program, with around 74 AHRI Organisation members providing host experiences.

TOTAL MEMBERS 2015-2017 COMPARISON

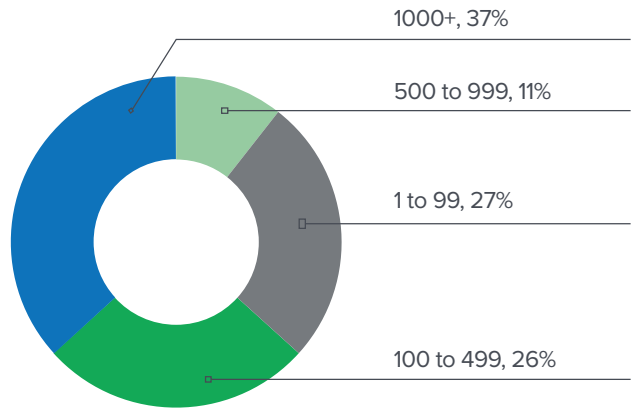


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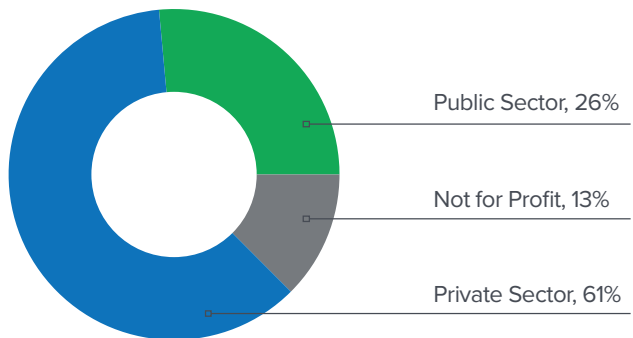
Seven out ten AHRI members (73 per cent) work in HR specific roles or related roles, with more than 10 per cent in non-HR director or executive level roles.

NUMBER OF EMPLOYEES



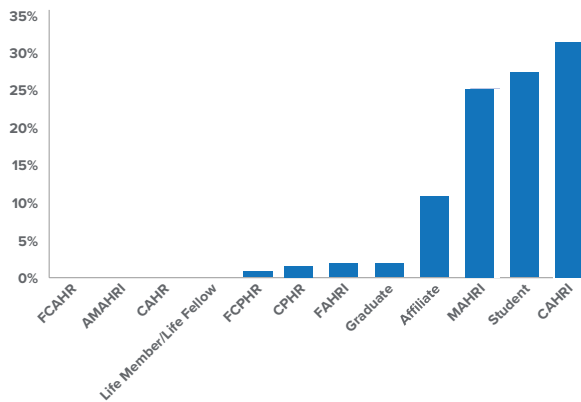
While we are seeing growth in the 'gig economy', with HR practitioners establishing themselves in expert consultancies, the majority of AHRI members work in larger organisations, with more than a third (37 per cent) working in organisations of 1000 or more employees.

AHRI MEMBERSHIP BY SECTORS



Nearly two-thirds of AHRI members (61 per cent) work in the private sector.

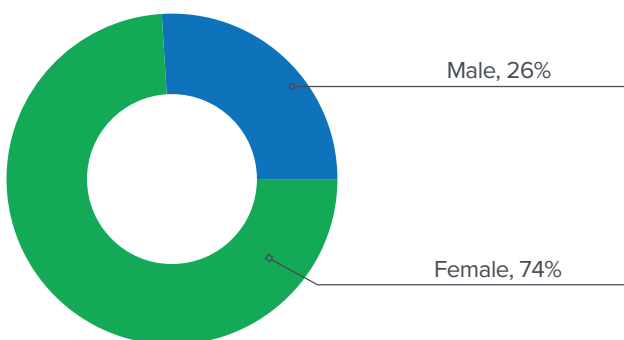
MEMBER TYPE



The number of members in the CAHRI membership level has dropped from over 49 per cent in 2016 to less than 35 per cent in 2017 as members move into updated 'certified' membership categories (CPHR and FCPHR), underpinned by any of the four pathways in place for HR certification.

From 1 January 2018 CAHRI is no longer available to new or upgrading members. Existing CAHRI members who maintain their membership and keep up with their CPD obligations will be entitled to retain the postnominal, which was established on evidence of things studied, and time spent in HR roles, versus the certification requirement which includes the new dimensions of postgraduate-level professional study, evidence of organisational impact and professional behaviours.

GENDER BALANCE



The gender balance of AHRI members remains consistent when compared to the previous three years. Around 74 per cent of members are female, which reflects the gender profile of the profession globally.

The gender balance of AHRI members remains consistent when compared to the previous three years. Around 74% of members are female, which reflects the gender profile of the profession, globally.

MEMBER COMMUNICATIONS

DIGITAL MEDIA AND HRM

Following AHRI's organisation rebrand in late 2016, an external advertising campaign for HR certification was launched in March 2017. The campaign positioned HR certification as the industry standard for HR professionals. Campaign activity included outdoor advertising, Qantas Lounge advertising, online advertising and LinkedIn advertising. The campaign resulted in a significant increase in website traffic to the AHRI site and contributed to enrolments for certification, exceeding targets. The campaign messaging continued to be leveraged through AHRI's own media throughout 2017.

In addition, the advertising campaign generated a series of editorial style videos highlighting the impact of HR certification on organisations, which were developed and rolled out via social media, eDMs and the [AHRI website](#) throughout the year. The videos highlighted the relationship between certified HR practitioners and their CEOs. A promotional [video for HR certification](#) was also created and had its debut screening at the 2017 AHRI National Convention. The messaging behind the video was about HR certification being a key contributor to improving professional standards, raising customer confidence (internal and external) and impacting an organisation's bottom line. David Thodey (Chairman of CSIRO and former Telstra CEO), Jo Skipper (Director of executive recruitment company The Next Step) and Jon Scriven (on behalf of Qantas) were interviewed as part of the video. The video also featured certified practitioners from Melbourne and Sydney.

The HRM publications (HR monthly magazine and enewsletters) were redesign to align to the new AHRI brand, and a new editorial strategy was implemented following the HRM reader survey. Redesign of the HRM website commenced during 2017 to improve user experience, enhance calls to action for AHRI products and services, and boost exposure for advertisers. The site is on target to be delivered in the first quarter of 2018.

To improve user experiences for AHRI members and subscribers, a refreshed professional development calendar was developed to include training, networking and event information, with streamlined design and content and segmented based on subscriber location.

Significant planning commenced in 2017 on the redevelopment of the AHRI website which will see the site designed and developed based on AHRI's customer-centric workflow, specifically addressing the engagement strategy where customers are provided with the opportunity to self-serve. The strategy was designed to provide members and prospective members with self-service opportunities which are aligned to best practice and meet their expectations of how to engage with an organisation and will deliver on our commitment to make AHRI easier to do business with. This site is expected to go live in the 3rd quarter of 2018.

In terms of website traffic, across 2017 AHRI recorded a 14 per cent increase in website visits and 11 per cent increase in new users comparing 2017 to 2016. This was attributed to increased interest in HR certification, AHRI's social media strategy and the cross-promotion of AHRI content on HRM online. Of all visitors to the site, 78 per cent were new users.

In the social media space, AHRI's LinkedIn Discussion Group passed the 63,000 member point during the year and continued to be highly interactive. While a strong indication of the interest in HR and AHRI, the challenge continues to be how to connect this interest more closely to AHRI via membership.

Followers for the AHRI LinkedIn Company page increased by 42 per cent to 21,437; followers for the Facebook page increased by 15 per cent to 10,024. HRM online content and stories of member interest were the subject of daily Twitter and Facebook activity. Twitter continued to be a valued platform for AHRI event attendees to share thoughts and ideas, and followers increased by 11 per cent during the year to 6,312.

ASIA PACIFIC JOURNAL OF HUMAN RESOURCES

AHRI's academic journal, the peer-reviewed [Asia Pacific Journal of Human Resources](#) (APJHR), is now in its 55th year.

During 2017, 4,390 institutions offered access to AHRI's journal, 500 more than in 2016. Article downloads during the year were in excess of 92,000, up from 70,700 in 2016, and 31,000 in 2012. The largest group of readers by regions were Australia (43 per cent), United Kingdom (12 per cent), United States and Europe (12 per cent each), and the rest of the world (14 per cent)

Among the top 10 full-text downloaded articles from the journal during 2017 were articles on workers with disabilities (J Cavanagh, T Bartam, H Meacham, C Bigby, J Oakman and E Fossey with 2,804 downloads), high-performance work systems (P Boxall, 2,656), HRM devolving to the line (P J Gollan, S Kalfa, Y Xu, 2,493), and HRM policy orientation (M Mahmood, 2,187. Others among the top 10 included articles by R Kramar, D Ulrich and L Thornthwaite.

In the light of the journal's large number of papers submitted and the quality of articles published, together with a consistently increasing number of article downloads recorded, there is wide agreement that the case for the journal being ranked in the A category of journals is sound. It has been noted with some apprehension is that a new ranking system is being proposed that would greatly risk many Australian journals becoming unsustainable. If that happened to the AHRI journal it would cause a significant loss of industry intelligence to HR practitioners and the business community in Australia and in the other countries our journal serves.

INTERNATIONAL REPRESENTATION

APFHRM AND WFPMA

In 2017 AHRI Chairman and National President, Peter Wilson AM, commenced the second year of his two-year term as the President of the World Federation of People Management Associations (WFPMA). The WFPMA represents approximately 700,000 HR and people management professionals from around the world. Its members consist of 93 national associations from countries on the continents of Africa (29 countries), Asia Pacific (16), Europe (30), North America (3) and South America (15). Peter Wilson's term concludes in June 2018.

The constituent bodies of the WFPMA conduct a world congress every two years, with planning well under way during 2017 for the congress to be held in Chicago during 2018. The 2020 congress venue was decided during 2017 and will be Colombo in Sri Lanka.

AHRI continued to be strongly represented during 2017 as one of the member countries of the Asia Pacific Federation of Human Resource Management (APFHRM), and through that body the World Federation of People Management Associations (WFPMA).

While there was strong support for AHRI to continue to provide leadership to APFHRM during 2017, CEO Lyn Goodear handed the reins of the APFHRM secretariat to the AHRI General Manager of Culture and People, Rosemary Guyatt. The APFHRM met in Manila during March and in Hong Kong during October, and the WFPMA met in Rio de Janeiro during May. AHRI was represented at each meeting.

AHRI PEOPLE

AHRI ELECTED OFFICEHOLDERS AND VOLUNTEERS

AHRI enjoys the benefit of committed volunteer partners in the order of 300 people. The volunteer contribution of members includes AHRI State Councillors, Network Forum Convenors and Committee members, as well as contributors to the AHRI Reference Panels and Governance Committees who support the work of the AHRI Board and advise AHRI in the development of products, services, research, training and events.

In addition to the subsidisation of the certification enrolment fee for professional members during the year, elected volunteers to AHRI State Councils were required to be certified or to have commenced engagement with certification, and were accordingly provided with substantial financial assistance to meet that requirement.

AHRI STAFF

2017 marked the beginning of significant change programs for AHRI staff. The year commenced with conducting a culture diagnostic survey with Human Synergistics to baseline AHRI's culture and future direction. This work then helped to inform an organisational design review with the objective of better aligning AHRI's internal structure and processes with the needs of our members.

The focus of the organisation design project was fourfold:

1. Build 'One team/One AHRI' that provides AHRI employees and members with an efficient and effective experience engaging with AHRI that is underpinned by a cross-AHRI understanding of products and services
2. Increase engagement, retention and growth of members
3. Improve our members' experience when engaging with AHRI to access tools and services to support their career development
4. Enable AHRI's growth by creating a workforce plan for the future that supports retention and career development opportunities for staff

Significant planning, consultation and change management was undertaken to implement the new structure and new ways of working for 2018. Employee engagement throughout this period of change was closely managed through regular communications effort throughout the year.

Headcount increased to 59, FTE (48.8) remained the same as 2016, in part due to our strong commitment to creating a diverse and inclusion workplace that leverages the benefits of flexible work practices. The new structure has elevated the focus on HR standards and practice and the importance of AHRI certification for the profession by appointing two new roles to facilitate this change in 2018, a General Manager of HR Standards and Practice and a General Manager of Commercial and Member Services.

In order that AHRI employees are able to better support members, particularly through the certification journey more HR qualified employees were recruited to AHRI this year, partly through the newly created AHRI Internship for a student who is completing a postgraduate HR qualification and also into the certification team.

The relocation to a new office space in 2018 is expected to provide a positive opportunity to implement the new 'One AHRI' model of working.

KEY MANAGEMENT PERSONNEL COMPENSATION AND RELATED PARTY TRANSACTIONS

FINANCIAL YEAR END 2017 DISCLOSURE OF DIRECTORS

NAME	ROLE	BASE SALARY (INCL. SUPER) \$	COMMITTEE FEE \$	TOTAL \$
Peter Snowden Wilson	Director/ Chair/National President	188,510	4,250	192,760
John Charles Wilson	Director/ Deputy Chair	29,500	–	29,500
Ian Thomas Hedges (term ended 29 May 2017)	Director/ARC Chair	12,594	3,202	15,796
Jonathan Mark Scriven	Director/ ARC Member/ ARC Chair	28,242	5,919	34,161
Petrina Sue Coventry	Non Executive Director	29,500	–	29,500
Rhonda Maree Brighton-Hall (term ended 30 November 2017)	Director/ ARC Member	28,365	2,288	30,653
Carmel Majella McGregor	Director/ ARC Member	15,979	355	16,334
Tanya Maria Hammond	Non Executive Director	29,500	–	29,500
Robert James Phipps (commenced 29 May 2017)	Non Executive Director	17,020	–	17,020
Total		379,210	16,014	395,224

Note: Amounts reflect length of tenure. Carmel McGregor was an alternate Director from January to November 2017. She commenced her full Director role and became a member of ARC from December 2017 onwards.

KEY MANAGEMENT PERSONNEL 2017

	BASE SALARY (INCL. SUPER) \$	BONUS \$
Chief Executive Officer and Managing Director	236,338	30,026
Other Key Management Personnel (6)	884,469	71,652
Total	1,120,807	101,678

A total of 15-20 per cent of key management personnel's notional base annual salary was paid as an annual bonus based on the achievement of performance targets and KPIs set out for the year and overseen by the AHRI Board.

BOARD OF DIRECTORS REPORT

AUDIT AND RISK COMMITTEE

During 2017, the Board term of the Chair of the on the Audit and Risk Committee, Ian Hedges, came to an end on 29 May.

At that time, Jon Scriven was appointed Chair and Peter Wilson and Carmel McGregor remained as members of the Committee for the duration of the year.

Committee members are appointed for two years or until their terms expire (if earlier). Members may sit for consecutive terms. The CEO attends Committee meetings as a guest.

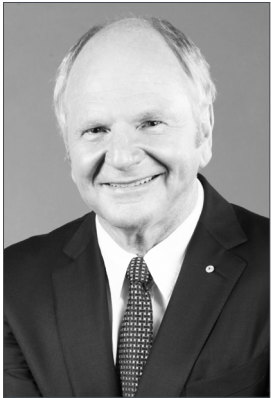
The Company Secretary provides secretariat services for the Committee. The minutes of the meetings are circulated to all AHRI Ltd Board members, and the Board's meeting agenda has a standing item enabling the Chair of the Committee to report on its activities and recommendations.

The Audit and Risk Committee met on two occasions during the reporting period January to December. All members attended both meetings.

The Committee fulfilled its responsibilities under its Charter including the following outcomes:

- Reviewing and as appropriate endorsing the 31 December 2016 AHRI Ltd Financial Statements for the Board's consideration.
- Reviewing and as appropriate endorsing the robustness of AHRI's business planning and risk management processes in preparation for the 2018 Budget.
- Continuing the Internal Audit program and monitoring implementation of the recommendations arising from the audits.
- Continued consideration and alignment where practicable of the ASX Corporate Governance Principles and Recommendations.
- Monitoring the development and training, and the disclosure of interests, of all AHRI Directors.

MEMBERS OF THE AHRI BOARD



**PETER SNOWDEN
WILSON**
DIRECTOR

QUALIFICATIONS

B. Comm (Hons) MA (Hons), AMP (Wharton, UPenn), Fellow certified member of AHRI (FCPHR), Fellow of Australian Institute of Company Directors, Fellow of CPA, Fellow of CIPD.

EXPERIENCE

Director, President and Chairman in CPA Australia, Director and Chairman of Australian Network on Disability Ltd., Director of BankFirst Ltd (previously Victoria Teachers Mutual Bank), World President, Director, and Secretary General of World Federation of People Management Associations (Switz.), Past President of the Asia Pacific Federation of Human Resources Management Group. Immediate past Chairman and Director of Yarra Valley Water Ltd. Immediate Past Chairman of Vision Super and now Director and Chair of its Audit and Risk Committee. Chairman Advisory Council for the Victoria Institute of Strategic Economic Studies at Victoria University. Accredited Supervisor – PhD Program, Latrobe Business School of Latrobe University. Adjunct Professor in Management at Monash Business School at Monash University. Formerly Executive General Manager of Human Resources and Operating Risk at Amcor until 2005, Managing Director Asia Pacific Division with the ANZ Banking Group, Chairman of the Commonwealth Safety, Rehabilitation and Compensation Commission (Comcare) from 1998 to 2003, Director and Chairman of the Melbourne Tigers Basketball Club, a Board member of Dalgety Farmers Ltd, and Kimberly-Clark Australia Ltd. Adjunct Professor in Monash Business School at Monash University.

SPECIAL RESPONSIBILITIES

National President and Chairman.
Member of the Audit and Risk Committee.



**JOHN CHARLES
WILSON**
DIRECTOR

QUALIFICATIONS

Fellow member of AHRI (FAHRI), the Australian Institute of Company Directors and the Recruitment and Consulting Services Association.

EXPERIENCE

AHRI Councillor 2005 - 2014, Director of business development and board member of the Bayside Group of Companies (since 1976), Director of Risk Solutions Australia Pty Ltd (since 2005) and a Director of the Master Builders Association of Victoria (1995 – 1999).

SPECIAL RESPONSIBILITIES

Deputy Chairman.



**LYNETTE JOY
GOODEAR**
CHIEF EXECUTIVE
OFFICER AND
MANAGING DIRECTOR

QUALIFICATIONS

Lyn has a Bachelor of Business and a Masters degree in Education (leadership and management). She is also a graduate member of the Australian Institute of

Company Directors (GAICD), a Fellow member of AHRI (FAHRI), and a Fellow of CIPD.

EXPERIENCE

Lyn Goodear is the Chief Executive Officer of the Australian Human Resources Institute and was appointed to the role in December 2012.

Lyn was formerly National Manager, Professional Development at AHRI, a position she held from 2005 to 2012. Lyn is Non-executive Director at COSBOA. Previously Lyn held leadership and management roles within the education sector at Southwest Institute of TAFE and Deakin Australia, in addition to accounting roles within the mining and engineering industries located in the United States and Australia. She has also managed her own consulting business.

Lyn is an alumnus of the Mt Eliza Business School Leadership Program and the Advanced Human Resources Executive Program of the Ross Business School, Michigan, USA.

SPECIAL RESPONSIBILITIES

In 2012, Lyn was appointed to the role of Secretary General and Treasurer of the Asia Pacific Federation of Human Resources. She resigned from the role on 23 March 2017.



IAN THOMAS HEDGES

DIRECTOR (TERM ENDED 29 MAY 2017)

QUALIFICATIONS

DMS, MBA, Fellow Certified member of AHRI (FCPHR), GAICD.

EXPERIENCE

AHRI Councillor since 2008, NSW AHRI State President since 2011. General Manager People at Hanson.

Previous roles; General Manager Human Resources, James Hardie Asia Pacific; Director Human Resources, Norske Skog (Oslo); Group Human Resources Manager - Finance, BHP.

SPECIAL RESPONSIBILITIES

NSW AHRI State President, member of the Council of State Presidents. Chair of Audit and Risk Committee.



JONATHAN MARK SCRIVEN DIRECTOR

QUALIFICATIONS

BA, Grad Dip Labour Management Relations, Fellow certified member of AHRI (FCPHR), Leadership Victoria Fellow

EXPERIENCE

AHRI Councillor since 2010, AHRI VIC State President since July 2011. Current role: Project Manager Workforce Planning Bapcare. Previous roles: The General Manager People and Culture, Early Childhood Management Services. Human Resources Manager, City of Melbourne; Executive Director Human Resources, Peninsula Health; Global HR Advisor, NAB; Industrial Relations Manager NAB; Head of Human Resources, National Financial Management; Human Resources Director, Monash Medical Centre; Human Resources Manager – Commercial, BP Australia.

SPECIAL RESPONSIBILITIES

AHRI VIC State President, member of the Council of State Presidents.



PETRINA SUE COVENTRY DIRECTOR

QUALIFICATIONS

Petrina has a Masters in Ethics from the University New South Wales, Masters of Business Administration from the University of South Australia, Master of Arts in Buddhist Studies from the International Buddhist College as well as a Global Executive MBA from Sydney

University. She is presently completing a PhD with the University of Melbourne.

Petrina is a Fellow Certified Member of AHRI (FCPHR), a Fellow of the Australian Institute of Company Directors and a Vincent Fairfax Fellow.

EXPERIENCE

Petrina is Professor of Industry at Adelaide University Faculty of Professions and Business School. She is Senior Partner at COI Capital Ltd. She previously held vice president and global leadership roles with the General Electric Company, The Coca Cola Company and Santos Ltd which included Non-executive director positions on the boards of Coca Cola Bottler Ltd (Sri Lanka) and EPCM (Singapore).

Petrina is also a Non-Executive Director with Beston Global Foods Ltd and the Australasian Association of Philosophy.



RHONDA MAREE BRIGHTON-HALL

DIRECTOR (TERM ENDED 29 MAY 2017)

QUALIFICATIONS

B.A (Org Psych/IR) Grad Dip. ER, Strategic HR (LBS), Fellow certified member of AHRI (FCPHR).

EXPERIENCE

Chair and Part owner of FlexCareers; Founder and CEO mwah. Pty Ltd; Founder and Partner of Lane8Partners; Strategic Advisor to LiveHire; HR Advisor to CareerTrackers, AIME and Fighting Chance; Visiting Lecturer at UNSW/AGSM, and Sydney University.

Prior to March 2015, Rhonda was Executive General Manager Organisation Development with the Commonwealth Bank of Australia, an appointment she assumed in May 2012, following a period as General Manager Human Resources of the Retail Bank (2010-12). Her former executive roles include six years with the global fashion eyewear group, Luxottica (2006-10) that included positions as senior vice-president – HR and communications, and group general manager human resources. Prior to that she held a number of executive roles with Sara Lee in Chicago, the Netherlands and Australia (1995-2006). Rhonda was 2013 Patron for ASPECT (Autism Australia) and Telstra National Corporate and NSW Businesswomen of the Year in 2009.

SPECIAL RESPONSIBILITIES

Member of the Audit and Risk Committee



CARMEL MAJELLA MCGREGOR PSM

DIRECTOR

QUALIFICATIONS

B.Arts University of Queensland, Fellow Certified Practitioner HR AHRI (FCPHR), Fellow Institute of Public Administration Australia (IPAA), Fellow of Australian Institute of Management (AIM), Member Australian Institute of Training and Development (AITD), Member of

Australian Institute of Company Directors (AICD), Fellow Centre for Ethical Leadership Melbourne Business School. Public Service Medal Recipient Australia Day 2013.

EXPERIENCE

Adjunct Professor Institute for Governance and Policy Analysis (IGPA) University of Canberra, Deputy President IPAA ACT, Non exec Director Common Ground Canberra, Member Northern Territory Chief Minister’s Advisory Group on Defence. Formerly Deputy Secretary People, Dept. Defence, Deputy Public Service

Commissioner APS, Deputy Secretary Dept. Immigration and Citizenship, Senior Counsel Content Group. Inaugural AFR/ Westpac Public Policy Woman of Influence.

SPECIAL RESPONSIBILITIES

Member of the Audit and Risk Committee, a member of the NCC, Chair of the Public Sector Reference Group, Member of the Nominations Committee



TANYA MARIA HAMMOND

DIRECTOR

QUALIFICATIONS

B.A. (Arts), Grad. Dip. ER, PhD Candidate, Fellow member of AHRI (FAHRI), GAICD Founder and Director of Tailored HR Solutions, sessional lecturer at ANU in leadership at ANU.

EXPERIENCE

Prior to establishing her management consulting business, Tailored HR Solutions, Tanya was a Principal Consultant with SuccessFactors (2009 – 2011), Associate Lecturer at the ANU (2008 – 2010), teaching leadership and Strategic HR to MBA students at ANU. She is a member of Steering Committee and Working Group of the Naval Workforce Continuous Improvement Project-Plan Acruz; Member of People & Culture Committee at Murray-Darling Basin Authority. Prior to joining the ANU, Tanya worked as a Management Consultant within her own practice, Tailored HR Solutions (1998 – 2008), and with Deloitte Consulting Group (1992 – 1998). Prior to joining Deloitte and Touche Consulting Group, she worked for over five years in generalist HR practitioner roles within Household Financial Services and Touche Ross.

Tanya has also held several directorships of organisations over the last ten years including the Ozhelp Foundation, YMCA (Canberra) and the ACT Rugby Union Club

SPECIAL RESPONSIBILITIES

Within AHRI, currently a member of the National Accreditation Committee (NAC), member of the National Certification Council (NCC), Member of the Council of State Presidents (CSP), Member of the Research Advisory Panel (RAP), member of the Public Sector Reference Panel and President of ACT AHRI Council.



ROBERT JAMES PHIPPS

DIRECTOR (TERM COMMENCED 29 MAY 2017)

QUALIFICATIONS

LLB, Post Grad Dip IR/ER, Fellow Certified Member of AHRI (FCPHR), MAICD.

EXPERIENCE

AHRI Councilor since 2014, NSW AHRI State President since 2017. Chief People Officer, South Pacific KFC. Previous roles; Chief People Officer, Africa KFC; Chief People Officer UK KFC.

SPECIAL RESPONSIBILITIES

NSW AHRI State President; member of the Council of State Presidents. Member of the National Accreditation Committee.



MARIANNA PANOPOULOS

CFO & COMPANY SECRETARY (EXTENDED PERSONAL LEAVE FROM OCT 2017)

QUALIFICATIONS

Marianna has a Bachelor of Commerce from the Flinders University of South Australia. She is a Certified Practising Accountant and a Graduate of the

Australian Institute of Company Directors (GAICD). She also holds a Master of Business Administration from Deakin University.

EXPERIENCE

As CFO & Company Secretary, Marianna manages AHRI's accounting, reporting, risk management, governance and regulatory compliance during the year. Prior to joining AHRI, Marianna had performed in the role of Finance Manager for several years in a range of organisations.



CHERRYL SIMMONS

CFO & COMPANY SECRETARY (CFO AND COMPANY SECRETARY FROM OCT 2017)

QUALIFICATIONS

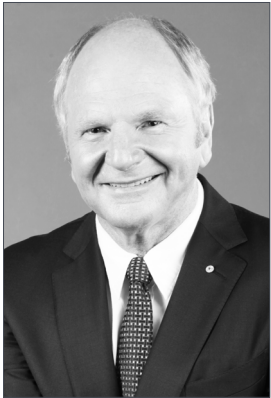
Cherryl has a Bachelor of Business from Monash University and is a qualified Chartered Accountant. She holds a MBA from Deakin

University and a Diploma in Corporate Secretarial and Administration from the Directors and Administrators Institute.

EXPERIENCE

As CFO & Company Secretary, Cherryl manages AHRI's accounting, reporting, risk management, governance and regulatory compliance during the year. Prior to joining AHRI, Cherryl had performed in the role of Senior Finance Manager roles for several years in a range of organisations.

COUNCIL OF STATE PRESIDENTS



NATIONAL PRESIDENT
PETER WILSON AM FCPHR



NORTHERN TERRITORY
JASON CHIN FCPHR



TASMANIA
ALAYNE BAKER CAHRI



AUSTRALIAN CAPITAL
TERRITORY
TANYA HAMMOND FCPHR



QUEENSLAND
CAROLINE MCGUIRE FCPHR



VICTORIA
CHRIS STEINFORT FCPHR



NEW SOUTH WALES
ROB PHIPPS FCPHR



SOUTH AUSTRALIA
CHRIS WOOD FCPHR



WESTERN AUSTRALIA
HELEN SITLINGTON FCPHR



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