



Welcome from the Managing Director

Whether you're working for or with us here at Tourism Australia, this Code of Conduct is relevant to you. It sets out the values we hold and the standards of behaviour expected of us, and also touches on other Tourism Australia policies that are important to be familiar with regardless of your seniority or role here.

While this Code does not and cannot address every issue of conduct or ethics that may arise, in many cases its principles should point to an answer. Where questions do arise, you're encouraged to discuss them with experienced and respected colleagues.

Employees, contractors, agents, interns, and anyone else affiliated with Tourism Australia can be subject to a high degree of public scrutiny. Accordingly, we must remember that the individual manner in which we conduct ourselves can have a major bearing on Tourism Australia's reputation and long-term viability.

We operate in a complex environment with various political, legal, commercial and geographic imperatives that do not always align. While this can present challenges, it is simply part and parcel of marketing Australia abroad. Tourism Australia has a number of global offices as well as agents who work independently in smaller markets. The organisation is active in several key markets. Given the associated complexities, this Code is essential so that we have a clear and definitive set of standards for conduct.

We must continue to demonstrate to our stakeholders that we as Tourism Australia employees manage ourselves and our business dealings efficiently and exhibit integrity, transparency and professionalism at all times. Consider this Code a foundation for the learning you'll do at TA; it should help steer you toward the right path and set the context for future decision-making.

Our desire to strive for excellence means we set a high standard for ourselves and the people we work with. With this in mind, we're glad to welcome you to our great team.

John O'Sullivan

Managing Director
Tourism Australia

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Corporate Values and Behaviours

The values that an organisation holds will generally determine its workplace culture. Broadly, Tourism Australia's two core values are professionalism and integrity. As teams and as individuals, we embrace these values and ensure they are reflected in the actions we take and the decisions we make.

We ensure we are professional by:

- Recognising problems and responding quickly and appropriately;
- Systematically gathering information, sorting through complex issues and seeking input from others;
- Making timely and difficult decisions when required;
- Gaining consensus; and,
- Communicating decisions to others.

We ensure we are professional and dependable at work by:

- Meeting commitments;
- Working in a team or independently as required;
- Accepting accountability;
- Effectively handling change;
- Staying focused under pressure; and,
- Being punctual and meeting our attendance requirements.

We ensure we are professional in taking initiative by:

- Seeking out new responsibilities and acting on opportunities; and,
- Generating new ideas and practising self-development.

We ensure we are professional in pursuing continuous improvement by:

- Being attentive to detail and accuracy;
- Being committed to excellence; and,
- Looking for improvements continuously.

We ensure we demonstrate integrity by:

- Acting in a straightforward and honest manner;
- Accepting accountability;
- Maintaining confidentiality;
- Conveying both good news and bad;
- Applying our values to our actions and decisions;
- Actively communicating our vision and values to others; and,
- Generating enthusiasm for our work and our vision.

The following three tenets complement our values above and are displayed through our behaviours.

1. Achieving value for money: we treat every dollar as if it was our own, are accountable in managing money, plan our work effectively, look for efficiencies and get value for money in everything we do.
2. Showing an inquiring mind: we are hungry for knowledge, always looking for ways to improve outcomes, enthusiastic, collaborative and clever in our thinking and day to day work.
3. Sharing for success: we work together cooperatively, collaboratively, respectfully, trusting of others, and with a focus on our customer to get the best possible result.

Ethical Conduct

In addition to our own corporate values and behaviours, there are fundamental standards of conduct expected of anyone working for the Australian Government, including entities such as TA. The following is an adaptation of the Code of Conduct for Australian Public Service employees.

Here at TA, we always:

- Behave honestly and with integrity;
- Act with care and diligence;
- Treat others with respect and courtesy, and without coercion, bullying or harassment;
- Comply with all applicable laws;
- Comply with lawful and reasonable directions given;
- Maintain appropriate confidentiality about dealings with the Minister and Ministerial staff;
- Disclose and take reasonable steps to avoid any conflict of interest (real or apparent) in connection with our employment;
- Use Tourism Australia resources in a proper manner;
- Act objectively, impartially and free of conflicts of interest in the conduct of our duties;
- Behave in a way that upholds Tourism Australia's values and the good reputation and integrity of TA; and,
- While on duty overseas, behave in a way that upholds the good reputation of Australia.

We do not:

- Solicit or accept anything of value from a client or associate that might influence how we conduct our duties and responsibilities;
- Provide false or misleading information in response to a request for information that is made for official purposes in connection to our employment; or,
- Make improper use of inside information, or our duties, status, power or authority in order to gain, or seek to gain, a benefit or any other form of advantage for ourselves or any other person.

Ethical Decision-Making

If in doubt, we ask ourselves the following questions to determine whether an action or decision is ethical.

- Why is the action being taken/decision being made?
- Is the action or decision in the public interest and would it withstand public scrutiny?
- Is there authority for the action or decision?
- Is the action or decision based on facts or on generalisations?
- Is the action or decision consistent with government policy, Tourism Australia's objectives and this Code?
- What will be the outcome for all parties involved?
- Is there a conflict of interest?
- Has natural justice been observed?
- Has the action or decision been made expeditiously or in a timely fashion?
- What are the risks associated with the action or decision?
- What are the other alternatives considered and why are they rejected?
- Will the supporting papers identify the individual merits of the action or decision?

Duties of Employees under Commonwealth Legislation

Tourism Australia employees must abide by the duties set out under the *Public Governance, Performance and Accountability Act 2013*:

- *Duty of care and diligence* – an employee must exercise their powers, perform their functions and discharge their duties with the degree of care and diligence that a reasonable person would exercise;
- *Duty to act honestly, in good faith and for a proper purpose* – an employee must perform their functions honestly, in good faith, and for a proper purpose;
- *Duty in relation to use of position* – an employee must not improperly use their position to gain or seek to gain a benefit or an advantage for themselves or any other person, or seek to cause detriment to Tourism Australia, any other person, or the Commonwealth of Australia;
- *Duty in relation to use of information* – an employee must not improperly use information obtained through employment at Tourism Australia to gain, or seek to gain, a benefit for themselves or any other person, or seek to cause detriment to Tourism Australia, another person, or the Commonwealth of Australia; and
- *Duty to disclose interests* – an employee that has a personal interest that relates to the affairs of Tourism Australia must disclose details of the interest.

Failure to comply with these duties may result in disciplinary action, including immediate dismissal, and where applicable, criminal prosecution.

Respect for the Law

We demonstrate respect for the law by complying with all applicable state, territory, Commonwealth and foreign/local laws as directed. From time to time, grey areas may arise whereby this Code conflicts with a foreign/local law. In such cases, the foreign/local law will take precedence. Breaches of law must be reported to the General Manager, Corporate Services who can provide the appropriate advice and direction.

Harassment, Bullying and Discrimination

Tourism Australia is committed to ensuring a safe business environment for our workers, which extends to protecting staff from psychological hazards in addition to physical ones. We treat each other and our stakeholders with courtesy and respect, we are sensitive to the cultural backgrounds of others, and we refrain from behaviour that is, or could be construed to be, harassment be it sexual or otherwise. Unsafe and unacceptable behaviour including harassment, discrimination and bullying will not be tolerated.

Discrimination against others on the grounds of race, colour, sex, sexual orientation, age, physical or mental disability, marital status, family responsibilities, pregnancy, religion, political opinion, national extraction or social origin or any other ground is illegal; any such incidents must be reported to the General Manager, People & Culture for appropriate action. For more information, refer to the *Harassment, Discrimination and Bullying Policy* or the *Work Health and Safety Policy*. These policies, as well as other policies and plans referred to throughout this Code, are available on Tourism Australia's intranet.

Corrupt Conduct and Reporting Wrongdoing

As custodians of public money we are held to a high standard of ethical and transparent conduct, and acknowledge that incidents of corrupt conduct, including theft, fraud and bribery, expose Tourism Australia to significant reputational and financial damage. Accordingly, Tourism Australia has a zero-tolerance attitude toward such activity and considers it grounds for immediate dismissal and, possibly, legal action.

Fraud

Fraud is defined as *dishonestly obtaining a benefit, or causing a loss, by deception or other means*. There is a mental or fault element to fraud; it requires more than carelessness, accident or error, and can be committed by an internal or external party (or both by way of collusion). TA's *Fraud and Corruption Policy* requires us all to:

- Manage fraud control within our areas of responsibility;
- Implement fraud risk management strategies where directed and participate fully in activities relating to fraud control; and,
- Advise our Managers, the General Manager, Corporate Services or the Managing Director of any concern, suspicion, or information related to fraudulent, corrupt or improper conduct and encourage others to do the same.

For more information refer to the *Fraud and Corruption Policy* and *Fraud Control Plan*.

Bribery, Kickbacks and Facilitation Payments

Bribery, often seen in the form of gifts, hospitality and travel, also carries costly fines and criminal penalties. Bribery can also take the form of kickbacks, whereby a pre-negotiated commission is paid to a bribe-taker as a quid pro quo for services rendered, for example, through inflated or fraudulent invoices.

Being on either end of a bribe is a serious offence. The following three elements when combined form a strong case for bribery; when identifying whether a circumstance constitutes bribery we consider:

1. The provision of a benefit - Providing, offering or promising a benefit, or causing a benefit to be provided, offered or promised to another person; the benefit does not actually need to be given, it is just the promise of the benefit that can be perceived as bribery.
2. Whether that benefit is legitimately due - If the payment is under a contract there is no problem; it is when extra payments are made that issues arise. It is of no relevance that the benefit may be considered 'customary' or 'officially tolerated'.
3. Whether that benefit represents an intention to influence - Where there is an intention to influence someone in the exercise of their duties to obtain or retain business or an illegitimate business advantage.

While some organisations may regard facilitation payments an acceptable and efficient means of doing business, Tourism Australia strictly prohibits the making or taking of such payments irrespective of whether cultural customs or geographic location would otherwise permit. Cases of facilitation payments are also considered grounds for immediate dismissal and, possibly, legal action.

Grey Areas

In some instances it may be difficult to identify corruption. For example, there are legitimate circumstances where we may give or receive a gift or benefit. The general rule for gifts and benefits is that we must not accept gifts, benefits or hospitality that will compromise, or appear to compromise, our integrity and objectivity in performing our duties, or cause, or appear to cause a conflict of interest. We may accept gifts, benefits or hospitality if they are in keeping with the generally accepted local customs and practice in the tourism and travel industry, and provided that such conduct is legal and can be publicly defended, or if their refusal would cause offence to the giver (provided that such conduct is legal and can be publicly defended). For more information, refer to the *Gifts and Benefits Policy*.

Reporting Wrongdoing

The *Public Interest Disclosure Act 2013* (PID Act) promotes integrity and accountability in the Australian public sector by encouraging the disclosure of information about suspected wrongdoing. Allegations of wrongdoing made under the PID Act are known as 'public interest disclosures'. The PID Act also places certain legal obligations on public sector entities, including TA.

Tourism Australia's *Public Interest Disclosure Policy* sets out how we will meet our obligations under the PID Act, internal procedures for handling public interest disclosures and guidance to staff who are considering making a disclosure. For more information, refer to the *Public Interest Disclosures Policy*.

Conduct at Work Functions

Tourism Australia is a social workplace where interaction between teams is encouraged. In this spirit, from time to time we will be invited to workplace gatherings where alcohol may be consumed. It is important to remember that even in a casual atmosphere, we have a duty to behave professionally and exercise good judgement at work functions held either onsite or off. Those who fail to do so, or who bring Tourism Australia into disrepute as a result of inappropriate behaviour, will be held accountable under this Code.

Supervising or coordinating managers of Tourism Australia functions have additional responsibilities to be alert to and continually monitor escalating situations, as well as take steps to manage situations. For this reason, it is strongly recommended that these individuals establish and communicate protocols for dealing with possible situations prior to the actual function.

Tourism Australia strictly prohibits the use of illicit drugs at its functions, on its premises or during other work-related activities.

If you suspect that you have a dependency problem with alcohol or drugs you are expected to seek counselling. Tourism Australia provides employees and their families with access to a free, confidential and professional counselling service under its Employee Assistance Program (for staff in Australia) or other similar programs in-region. For more information, refer to the *Employee Assistance Program Policy*.

Conduct in Social Media

We acknowledge that our conduct in social media, either on behalf of Tourism Australia or as individuals in our own time, carries risks that may potentially negatively impact upon Tourism Australia if not managed properly. For this reason, apart from a limited group of employees who have explicit permission to represent Tourism Australia in social media forums, we do not lead others to believe we are commenting on behalf of, or in the name of, TA. Where we comment or share information on a subject that could be construed to be related to TA, we disclose our professional relationship with Tourism Australia and provide a clear disclaimer that our views are our own, and in no way represent those of TA.

We are at all times mindful that the information we post or distribute on social media sites could be subject to public scrutiny and refrain from listing or promoting our personal accounts on Tourism Australia account pages (e.g. Facebook pages or Twitter accounts).

For those engaging in social media on behalf of Tourism Australia as part of their official duties, media enquiries and contact with staff originating from such platforms, as well as all communication relating to issues management, require prior approval from the Corporate Affairs Team. To request approval, email (and follow up by phone) the Public Affairs Manager or the General Manager, Corporate Affairs.

Personal communication on social media sites, redistribution of content originating from Corporate Affairs (e.g. re-tweeting a press release) and comments on/redistribution of purely destination content distributed by the marketing

and PR teams (i.e. Facebook posts) does not require the prior approval of Corporate Affairs. For more information, refer to the *Communications Approvals Policy*.

Official information, Power and Privileges

We use the official information, and power and privileges bestowed on us responsibly and for a proper purpose. We also exercise care when providing information and advice both verbally and in writing, conscious not to abuse the trust placed in us.

With this in mind, we do not:

- Use our official positions to obtain benefits for ourselves or anyone else;
- Solicit or receive benefits that will influence or give the appearance of influence on any decisions we may make; or,
- Influence or coerce others by intimidating them to compromise themselves in regard to this Code.

For more information on how and by whom official information may be released, refer to the *Privacy Policy* and the *Communications Approvals Policy*.

Intellectual Property

The output of Tourism Australia's creative effort is paid for mainly with public funds. Accordingly, we acknowledge that Tourism Australia will own all rights (including any intellectual property rights) in any works, ideas, concepts, designs, inventions, developments, improvements, systems or other material or information (Materials) created by us:

- In the course of our employment;
- That relates directly or indirectly to our employment;
- That assists in the performance of our roles actually performed by us in the position of employment;
- That was created as the result of using T A resources; or,
- That otherwise relates in any way to Tourism Australia business and activities.

To the extent necessary to give effect to this provision, employees assign all of their intellectual property rights (including any copyright) in any such Materials to TA. To the extent permitted by law, employees also unconditionally and irrevocably consent to any act or omission that would otherwise infringe his/her moral rights and waive all moral rights that they may have worldwide.

If you would like to use Tourism Australia's intellectual property for personal purposes, the Managing Director's written approval will need to be obtained before doing so. For more information, refer to the *Intellectual Property Policy*.

Official Facilities, Equipment and Other Resources

Tourism Australia has a number of policies on the use of its facilities, equipment and other physical resources. If in doubt about which apply to you, you should speak to your manager about your role, responsibilities and the relevant policies. The following is a summary of the responsibilities that apply to all of us.

We always:

- Use Tourism Australia resources and assets (facilities, equipment, physical resources, and communication media, including email and the Internet) in a proper manner, and only in the performance of our official functions unless authorised by our managers (e.g. email and Internet may be used for personal purposes provided this use is limited, and does not compromise or appear to compromise our work performance);
- Discourage others from misusing resources and assets;
- Avoid waste or extravagance in the use of resources and assets;

- Ensure that resources or assets under our care are carefully maintained and not exposed to theft.

We do not:

- Use resources for political campaigns, fundraising and canvassing, or for personal gain; or,
- Use assets if intoxicated (any employee who damages Tourism Australia property as a result of intoxication, negligence or recklessness will be required to pay the full cost of replacement of the property, and will face disciplinary action).

Government Relations, Political Material and Activities

We are expected to remain impartial when discharging our official duties and to refrain from the following if and where it could be construed as being associated with TA:

- Wearing or displaying political material;
- Making political contributions; or,
- Expressing political views that are not official Tourism Australia policy or Australian Government policy.

We may, however, participate in political activities in our private time and provided such conduct cannot be construed as being representative of Tourism Australia's political disposition, and that it does not affect our integrity and objectivity in performing our duties.

If you decide to stand for election to local, state or federal governments, it is your responsibility to seek legal advice as to whether you will be required by Australian law to resign from TA.

Conflicts of Interest

A conflict of interest can be defined as a conflict between the public duties and private interests of a public official, in which the public official has private-capacity interests which could improperly influence the performance of their official duties and responsibilities. Conflicts of interest are of concern to the broader public service as even the appearance of a conflict can undermine the Australian Government's credibility and result in a loss of public confidence.

There are two types of conflicts to be aware of so that we can avoid or manage them:

1. Actual conflicts (e.g. personal financial interests); and,
2. Perceived conflicts (e.g. familial relationships, associations, gifts, fraternisation).

In the Tourism Australia context, conflicts of interest could include:

- Giving Tourism Australia business to a supplier/company that you hold shares in;
- Being treated to lunch by a tenderer who is competing for Tourism Australia business in an active tender selection process; or,
- Accepting a hotel's offer of free accommodation in return for choosing to partner with that hotel for a Tourism Australia campaign.

We must not allow the pursuit of private interests to interfere with the proper discharge of our official duties, and must take reasonable steps to avoid any relationship, situation or activity that could:

- Affect our independent judgment or influence decisions made during the course of our employment;
- Conflict with Tourism Australia interests or policies; or,
- Lead to the appearance of affected judgment or decisions, or conflict with Tourism Australia interests or policies.

Accordingly, we do not:

- Solicit or accept from any person any financial reward or non-financial benefit for the discharge of our duties over and above our official remuneration; or,
- Solicit or accept any benefit, advantage or promise of future advantage whether for ourselves or for our immediate family or any business concern which we are associated with, from persons who are in, or seek to be in, any contractual or special relationship with TA.

Any potential or actual conflict of interest (involving either you or an immediate family member) occurring before or after the commencement of your employment with Tourism Australia must be disclosed promptly in writing to your manager.

Secondary Employment

To further minimise the risk of conflicts of interest and, for the other reasons below, secondary employment while employed at Tourism Australia is not permitted unless prior written approval from the Managing Director has been obtained. Applications to continue in or undertake secondary employment will be considered having regard to whether:

- The secondary employment is likely to be detrimental to the efficient performance of official duties;
- The secondary employment could lead to a clash of loyalties; and,
- In the course of official duties, the individual would have access to confidential and privileged information not generally available to the public, which may be relevant to the secondary employment.

If you are approved to engage in secondary employment, your secondary employment must be performed wholly in your private time. It is also your responsibility to advise the Managing Director of any changes in circumstances that may affect this approval.

Entertainment Expenditure and Working Meals

While hosting and entertaining are legitimate business activities at TA, we must exercise good judgement and must not knowingly host or attend business entertainment that is prohibited by Australian or by foreign/local law, or that is inappropriately lavish or in poor taste. To determine whether hospitality expenditure (or any expenditure of public money in general) is ethical, we ask ourselves:

- How is this benefiting TA?
- Can this expenditure be defended publicly?
- Has it been approved in the appropriate manner and in line with the appropriate delegations?

If the answers to any of the above are "no" or are unclear, the expenditure should not proceed. It should also be noted that Tourism Australia corporate credit cards may only be used for business expenses and not for expenses of a personal nature. For more information, refer to the *Delegations Policy and Instrument*, the *Travel Policy*, the *Hospitality, Entertainment and Catering Policy* and the *Corporate Credit Cards Policy*.

Non-Compliance

Occurrences of any of the following may result in disciplinary action, including immediate dismissal and, where applicable, criminal prosecution:

- Theft, fraud, the taking of bribes or other dishonest conduct;
- Intentional breaches of law;
- Inability to perform work duties due to the influence of alcohol or recreational drugs;
- Working for a competitor or releasing confidential information;

- Insubordination, including refusal to undertake a lawful instruction, or refusal to perform work in the manner described by a superior without proper and reasonable justification;
- Falsification of any employment application or of other Tourism Australia records;
- Intentional damage to Tourism Australia or another employee's property or;
- Acts or threats of violence in connection to TA;
- Threatening, intimidating or harassing colleagues on or off worksites;
- Grave misconduct either on or off duty that materially and adversely affects TA; and,
- Using Tourism Australia internet services to post or distribute material that is obscene, defamatory, threatening, discriminatory, harassing or hateful.

Depending on the seriousness of the offence and all pertinent facts and circumstances, the following are grounds for performance coaching and, possibly, disciplinary action:

- Failure to abide by Tourism Australia policies or this Code;
- Excessive lateness for work;
- Unauthorised or excessive absenteeism;
- Negligence in the care or use of TA property or assets;
- Failure to comply with work health and safety provisions;
- Conducting other business during working hours or on Tourism Australia premises.

Acceptance of Code

Please sign below to acknowledge that you have read and understood this Code of Conduct.

I have received and read this Code of Conduct and hereby accept the terms and conditions as outlined within.

Name: _____

Signature: _____

Date: _____

Attachment B for Q. 015 – 4 & Q. 070-2/3/4

Office location	Rental period	Current Rental Amount (monthly)	Rental Increase
Hong Kong	01/07/2012-31/05/2016	HKD47,600 excluding service charge	Contract expired. Temporary contract in place before TA relocates with Austrade.
Shanghai	01/05/2013-30/06/2016	CNY188,612 and storage charge of 3000	Currently fixed
Chengdu	05/11/2012-30/06/2016	CNY14,000	Currently fixed
Guangzhou	01/07/2012-30/06/2016	CNY22,224	Currently fixed
Beijing	01/01/2015-01/06/2016	CNY28,000	Currently fixed
Singapore	08/09/2013-07/09/2016	SGD38,195 excluding service charge	Currently fixed
Tokyo	01/11/2009-31/10/2016	JPY2,748,872 per month excluding consumption tax	Currently fixed
Frankfurt	12/01/2011-30/11/2016	EUR4,659.78	Currently fixed
Kuala Lumpur	01/12/2013-30/11/2016	MYR7,915 excluding service charge	Last service charge increase took place on 13/12/2013
LA	10/08/2014-28/02/2017	USD19,902 excluding service charge	Subject to head lease
London	10/12/2014-30/06/2018	GBP38,991 exclusive of service charge	2.5% increase in service charge from 01/07/2014-30/06/2017. Rental increase by 2.5% on 01/07/2016 and 01/07/2017
Seoul	04/08/2015-03/08/2018	KRW13,561,028 excluding service charge	4% increase respectively in 16/17 and 17/18
Mumbai	07/04/2014-06/04/2019	INR750,340 inclusive of service charge	15% increase from 07/04/2017
Auckland	01/08/2014-31/07/2020	NZD15,108	Currently fixed
Sydney	01/01/2013-30/06/2022	AUD182,953	4% annual increase except on market review date 01/01/2018

Attachment C

NY Campaign Launch Media Coverage Summary

Media	#	Reach	EAV
Australia	637	83,624,449	\$2,880,171
The Americas	364	978,398,845	\$11,574,543
China	35	53,138,200	\$1,328,455
Europe	43	27,004,994	\$675,125
Hong Kong	4	2,911	\$40
Japan	27	35,233,008	\$880,825
SSE Asia	29	336,263,027	\$8,406,576
South Korea	1	1,834,697	\$45,867
UK	32	414,023,513	\$10,350,588
Social	42	17,888,736	\$0
PR Newswire - US	177	88,365,282	\$817,378
Online -Other	43	98,001,960	\$2,450,049
	1,434	2,133,779,622	\$39,409,618

Chris Hemsworth Announcement Media Coverage Results

Media	#	Reach	EAV
Australia	133	8,181,504	\$1,126,996
Americas	190	163,956,044	\$3,882,857
China	60	374,028,336	\$2,081,205
Europe	2	2,618,295	\$65,457
Hong Kong	3	2,507,030	135,000
Japan	6	60,220	\$1,506
SSE Asia	16	23,171,904	\$579,298
South Korea	0	0	\$0
UK	13	138,913,023	\$3,472,838
PR Newswire	244	14,599,819	\$135,048
Other Online	26	14,058,256	\$351,456
	693	742,094,431	11,831,661

Attachment D

ORGANISATION	FIRST NAME	LAST NAME
Channel 7 Australia in LA	Aaron	Hage
Afar/Vogue Living./Elle Dec/Ny Post/Cabana/Bazaar/Jetsett	Aaron	Peasley
Rachel Ray Magazine	Abbie	Kozolchyk
Broadleaf (supplied Bresaola)	Ace (Theodore)	Bottone
Dujour	Adam	Rathe
Tourism Northern Territory	Al	Merschen
invited by Luke Magnan	Albert	Waffah
ASB	Alex	Shor
Tourism Western Australia	Ally	Schratz
Beauty, Men's Journal; Food and Wine; Women's health	Aly	Walansky
Etihad	Amanda	Leung
Real Simple	Amanda	Widis
Wine Australia	Amber	Horvath
Redbook	Andra	Chantim
	Andrea	Pajik
Successful Meetings Magazine	Andrea	Doyle
Conde Nast Traveler, Islands	Andrew	Sessa
Media, Ocean Homes	Andrew	Conway
	Andy	Collett
Newscorp	Anna	Caldwell
	Anna	Resnikoff
South Wales	Anne	Perry
National Geographic	Annie	Fitzsimmons
	Annie	Anderson
Channel 7 Australia in LA	Arron	Hag
	Ashley	Micalref
	Bambi	Northwood-Blyth
Wife	Belinda	Achurch
New York Observer	Ben	Widdicombe
Convicts	Ben	Everden
	Beth	Soeli
People	Blake	Bakkila
	Brad	Fitzmorris
Austrade	Brendon	Roche
DFAT	Brendon	Hammer
	Brian	Kimmade
Lumi	Bridget	Linguist
	Brooke	Pajik
Afar Magazine	Bryan	Kinkade
Austrade	Caitlin	Brewer
TravelPulse	Carson	Poplin
DuJour	Cathryn	Vaccaro
World Wide Business Research	Celeste	Dayawon
DME Group	Chance	Mitchele
Grass Roots Group	Cheyenne	Johnson

Air New Zealand	Chris	Myers
Virgin Australia	Chris	Palmer
Melbourne CB	Chris	Achacoso
New York & Co	Chris	Heywood
Tourism Australia	Chris	Ingrim
Miami Herald, NYT	Christine	Negroni
The Lamb Cooperative	Christopher	Thompson
DME Group	Chuck	Santoro
Wine Australia	Coral	Fernandez
Aspire Down Under	Craig	Heider
Curtis Stone	Curtis	Stone
Boston Globe ,Houston Chronicle, Washington Times, Huffi	Curtis	Ellis
	Curtis	Stone
Friends of Australia	Dan	Churchill
	Dan	Single
xoJane, xoVain & MIMlchatter.com	Dan	Koday
	Dand	Burke
Wine Australia	Daniel	Crown
	Danielle	Menache
Departures	Deborah	Frank
Newscorp	Deborah	Brewster
Ausfilm	Debra	Richards
<u>DivaGalsDaily.com</u>	Delaina	Dixon
Star Max	Denis	Maryannakis
Northstar Media	Diane	DiMaggio
	Dianne	Laurance
	Donald	Roth
	Drew	Carvalho
	Duane	Brown
RUSHH Magazine	Edwina	Hagon
Bloomberg	Elin	McCoy
	Eliza	Orlins
Freelance writer (Premier Traveler magazine, Meeting Focu	Elizabeth	Heilman
US Weekly Magazine	Elizabeth	Durand
Real Simple	Elizabeth	Gamble
Destination	Emma	Curton
Rex	Eric	Penzich
South Australia Tourism Commission	Ernst	Flach
Upsilon Ventures	Etai	Cinader
	Ethan	Zohn
National Geographic Expeditions	Ford	Cochran
Survivor participant	Francesca	Hogi
	Franklin	
DFAT	Fraser	Drummond
Forbes	Gary	Walther
Stella Travel	Gary	Goeldner
	George	Covramcahl

	Georgia	Fowler
DFAT	Georgie	Skipper
Friends of Australia	Georgina	Duckworth
Real Simple	Grace	Elkus
Afar Magazine	Greg	Sullivan
Skift	Greg	Oates
Baillie Lodges	Hayley	Baillie
Nat Geo Traveler	Heather	Wyatt
Islands, NY Times	Heidi	Sherman-Mitchell
Former Fodor's, Frommers editor	Holly	Fink Rosen
Blogger - Travel, Family former Fodor's, Frommer Editor	Holly	Fink
DFAT	Hon Julie	Bishop
	Horacio	Silver
Former NYT Editor	Horacio	Silva
JohnnyJet.com	Ian	Livingston
BitBash	Ian	Zalaya
	Ibrahim	Soifoine
Mommy.shortcuts.com	Ilana	Wiles
	Illerve	Wong
Upsilon Ventures	Itai	Shoffman
Sunrise	James	Tobin
Australian Community in New York	James	Boland
Tasting Table	Jamie	Feldmar
	Janna	Willis
	Jarod	Shredrian
	Jason	Rowan
Wall Street Journal	Jay	Cheshes
Premier Traveler magazine, Meetings Focus	Jeff	Heilman
	Jeff	Slooham
Travel + Leisure	Jeffries	Blackerby
Celebuzz.com	Jelani	Addams Rosa
JP Morgan	Jennifer	Nason
Fashion PR	Jennifer	Pinto
Fodors	Jesse	Oxford
Blogger, travel and tourism entertainment	Jessica	Festa
	Joanne	Fitzmorris
Afar	Joe	Diaz
	Joel	Petterson
Austrade	John	Olenich
Forbes	John	Oseid
	John	Fincher
	Jonathan	Lovitz
	Jordan	Barrett
	Jordan	Parrot
Sydney Morning Herald	Josephine	Tovey
	Judah	Nathansen
Bon Appetit	Julia	Kramer

DFAT	Julia	O'Brien
Jones Broadcasting	Julianne	Maneva
Tourism Australia	Justin	Vallego
Tourism Tasmania	Karen	Stotz
CI Events	Kate	McHaon
Austrade	Kathryn	Deyell
Wine Australia	Kathy	Marlin
Austrade	Kelly	Sims
Worth Magazine	Ken	Rivadeneira
	Kenneth	Slotnick
Down Under Answers	Kirk	Demeter
Hamilton Island	Kylie	Robertson
Austrade	Lara	Flynn
Destination NSW/ LDPR	Laura	Davidson
Tourism Western Australia	Lily	Schratz
MetLife	Lily	Zhang
Stand in for Holly Fink Rosen	Lisa	Zack
Pivot media	Lisa	Gerstel
	Lisa	Zohn
Successful Meetings	Lori	Cioffi
Wine Australia	Louise	Nightingale
	Luke	Mangan
Partner	Lumi	Hilchey
Actress	Mackenzie	Meehan
Real Simple	Maddie	Elks
Conde Nast Traveler	Mark	Ellwood
RIMS	Mary	Roth
Actor	Matt	Dellapina
	Matt	Dellapina
Emirates	Matthias	Schmid
	Melanie	Altarescue
Brandman Agency	Melanie	Brandman
GoPro	Melissa	Colgate
	Michael	Hudson
Yahoo Travel, Oh The People You Meet	Michaela	Guzy
Meeting Element	Michelle Marie	Adams
	Miles	Wiles
	Mirella	Bonilla
Author	Mital	Shah
Atlantic Monthly	Mitchell	Acks
New York Times	Monica	Drake
DFAT	Murray	Hansen
	Nanette	Lepore
Austrade	Naomi	Murphy
Austrade	Natalie	Roche
	Natasha	Pinto
News Corp Australia	Nathan	Edwards

Channel 7 Australia in LA	Nelson	Aspen
TravMedia	Nick	Wayland
NickyB TV	Nick	Barrotta
	Nick	Hardcastle
NGLCC	Nick	Fowler
	Norman	Phillipson
	Parvarti	Shallow
	Patrick	Janelle
	Pattie	Robertson
Bullz-Eye	Paul	Eide
Convicts and Billabout	Pete	Maiden
	Phillipson	Sullivan
The DMC Group	Phillippa	Durant
Facilities Online	Rachel	Kapur
DFAT	Rachel	Obradovich
Food and Wine Magazine	Ray	Isle
Luke Mangan	Rebecca	
Austrade	Richard	Leather
Chandelier Creative Advertising	Richard	Christiansen
Business Events Sydney	Richard	Yore
Emirates	Rob	Gurney
	Rob	Mills
Austrade	Robert	Fisher
	Ron	Umnaborn
Springboard Vacations	Ruth	Grau
Departures, New York Mag	Sandra	Ramani
	Sandra	Garcia
Citi Group New York	Sara	McKerihan
Shape	Sara	Angle
Travel and Leisure	Sara	Clemence
M&C: Meetings and Conventions	Sarah	Braley
	Sean	
Aspire Down Under	Sharon	Tidbury
MeetPlanGo	Sherry	Ott
Travel And Leisure	Stephanie	Wu
Air New Zealand	Stephanie	Kent
	Stephen	Fishbach
Judah Nathanson	Steven	Klein
Austrade	Stine	Leather
ATS Pacific (Part of AOT Group)	Stuart	Neels
Actor	Sullivan	Stapleton
	Susan	Schmid
IMEX	Suzanne	Medcalf
MetLife	Tamara	Verheuvell
BitBash	Taylor	McIntyre
WNBA Broadcasting	Teri	Schindler
Worldwide Business Research	Theresa	Lopez

Travel + Leisure	Thesally	LaForce
	Tioniah	Lee
Convicts	Tom	Law
	Tom	Thynne
	Troy	Heyward
	Troy	Alexander
	Umberto	Fadra
Knockturnal/The Examiner	Vinesh	Vora
Friends of Australia	W Lance	Reynolds
Grassroots media	Zachary	Davis

Attachment E - FTE Report Feb 2016

BAND	Corp Services	Consumer Marketing	International	Corp Affairs, Govt. Industry	Strategy & Research	Executive / MD	Japan & Sth Korea	Greater China	South East Asia	Americas	UK	Continental Europe	NZ	TOTAL
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
BO	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1
7	1.0	1.0	0.8	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.8
6	0.0	3.0	2.0	0.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	12.0
5	3.0	1.0	2.0	3.0	0.0	0.0	1.0	1.0	3.0	0.0	0.0	0.0	1.0	15.0
4	4.8	5.8	2.0	3.0	3.0	0.0	1.0	5.0	2.0	4.0	4.9	1.0	0.0	36.5
3	10.3	12.0	8.2	4.0	2.0	0.0	5.0	8.0	7.0	8.0	1.0	3.0	0.0	68.5
2	13.2	8.1	7.6	2.4	2.6	1.0	4.0	6.0	4.0	2.0	5.0	3.0	0.0	58.9
1	4.4	1.0	1.0	0.0	0.0	0.0	0.0	0.5	2.0	0.0	0.0	1.0	0.0	9.9
Total	36.7	31.9	23.6	13.4	8.6	2.0	12.0	21.5	19.0	15.0	11.9	9.0	1.0	205.6

*This excludes 19 Aussies Specialist Program staff who are fully funded by the State and Territory Tourism Organisations.