

Global Infrastructure Hub Ltd.

ACN 602 505 064

Annual Report

For the year ended 30 June 2020

Contents

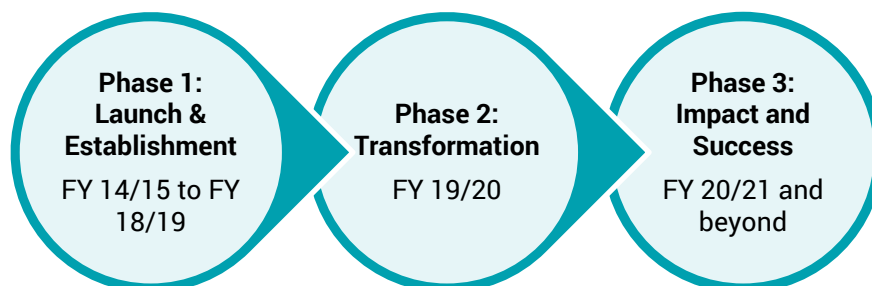
Annual Report	1
Directors' Report	4
Journey of the GI Hub	4
2019-2020 Principal Activities	7
Pillar 1: Facilitation	7
Pillar 2: Data	9
Pillar 3: Practical Tools and Knowledge	11
Pillar 4: Thought Leadership	15
Operations	17
Transition Plan	17
Our New Delivery Model – Agile at the GI Hub	18
Business Continuity and COVID-19	18
GI Hub Team	18
Global Centre For Infrastructure Excellence	18
Approach to Gender Equality	21
Approach to Environmental Sustainability	21
Approach to our People, Culture and Values	22
Financial Performance	22
Impact and Success	22
Measuring Success	22
Media and Communications Impact	25
Stakeholder Engagement	26
Governance	27
Overview of Board Composition	27
Company Secretary	28
Meetings of Directors	30
Compliance	31
Risk Management	31
Audit and Risk Committee	32
Insurance of Officers and Indemnities	32
Members Guarantee	32
Proceedings on Behalf of the Company	32
Dividends	32
Review of Operations	32
Significant Changes in the State of Affairs	33
Events Since the End of Financial Year	33

Auditor's Independence Declaration	33
Addendum on Contractors and Sub-Contractors	34
Appendices	35

Appendix 1: Auditor's Independence Declaration	35
Appendix 2: Audited Financial Statements	37
Appendix 3: Independent Auditor's Report	57

Directors' Report

JOURNEY OF THE GI HUB



Phase 1: Launch and Establishment

In November 2014, G20 Leaders agreed to create a Global Infrastructure Initiative, designed to promote quality infrastructure investment. As part of this Initiative, the Global Infrastructure Hub (GI Hub) was established, to help implement the G20's multi-year infrastructure agenda.

During the first mandate, the GI Hub established the organisation, related operations and governance, and then focused on generating insights and guidance on countries' infrastructure needs and capabilities. Major milestones were the creation of the Global Infrastructure Outlook and InfraCompass tools to generate specific insights on the infrastructure financing gap and enabling environment for infrastructure, and the delivery of a suite of practical tools and resources showcasing leading practices to help practitioners from both public and private sectors.

The GI Hub's initial mandate of four years ended in 31 December 2018. On 22 July 2018, the G20 Finance Ministers and Central Bank Governors renewed the GI Hub's mandate for four years, through to 31 December 2022. This allowed the GI Hub to continue to support the G20's objectives of increasing the quality and quantity of infrastructure globally, by identifying and bridging gaps, aligning efforts, creating partnerships and promoting shared solutions.

The value of the GI Hub is at the nexus of our ability to leverage our partnerships within a large infrastructure ecosystem (15000+ connections) in both public and private sectors, our active engagement with G20 policymakers, and our adaptability and responsiveness to help drive change in an industry resistant to rapid transformation.

Our specific areas of expertise are:

1. supporting the development and delivery of the G20's infrastructure agenda, which includes the creation of an infrastructure asset class, promotion of quality infrastructure and greater connectivity;
2. addressing information asymmetries and promoting collaboration across the global infrastructure agenda; and

3. working with our public and private sector partners, the MDBs and relevant IOs, to help both G20 and non-G20 countries deal with frequently encountered but challenging infrastructure delivery issues.

Phase 2: Transformation

The renewal of the GI Hub's mandate in 2018 led to organisational renewal, with the appointment of a new CEO in early 2019. Under the new leadership, the GI Hub embarked on an extensive review of its operations and activities, which highlighted the need for substantial transformation and many opportunities to enhance the value that the GI Hub can provide to the G20 and other stakeholders.

In mid-2019, the GI Hub Board approved a new four-year plan for the organisation, led by the CEO, to implement new internal processes and operations, embed partnerships and engagement approaches to ensure stakeholder needs were being considered and met, and overhaul the delivery model. The new approach has allowed the GI Hub to deliver more initiatives, with more partners, and engage with a wider audience than ever before. The most noticeable change has been a deeper engagement with the G20 membership, at the Infrastructure Working Group (IWG), Deputies and Ministerial levels, where the GI Hub is now seen as a trusted and responsive partner, providing timely and sound advice and insights on infrastructure issues.

The new four-year business plan also created a new governance structure, with the support of the GI Hub Board and the GI Hub's funding partners. A smaller Board structure was implemented, comprising the funding countries, the immediate past G20 Presidency country and two independent Directors. The Board focusses primarily on the operational and governance requirements of the organisation, including approval of budgets and reporting requirements.

A new multilateral Strategic Council was created to support the Board and provide management with guidance on the GI Hub's work program and products. It is comprised of interested G20 member and guest countries, and a representative of the Multilateral Development Bank (MDB) Infrastructure Collaboration Platform (ICP) group. Currently, the Strategic Council has 13 very active and engaged members, and discussions are underway to increase this further. Members are Argentina, Australia, Brazil, Canada, Germany, Italy, Japan, Saudi Arabia, Singapore, Spain, United Kingdom, and the United States. The ICP is currently represented by the EBRD. The Strategic Council's guidance is helping align the GI Hub's initiatives and products more closely with the G20 agenda and ensuring value to those stakeholders. The Strategic Council also provides a forum for G20 members to input into the GI Hub's business plan as it is being developed.

To deliver on the new plan, the GI Hub's management structure was revised, ~20 new staff were recruited across the business, and the Toronto office was established – reaching full staffing and operations in December 2019.

The 2019 transformation enabled strong delivery of the GI Hub's core agenda, with most of its initiatives fully delivered or close to final delivery at the end of the financial year. Significant achievements include:

- Meaningful improvement in our engagement with, and support of, the G20 Presidency – the GI Hub was responsible for the delivery of four G20 deliverables in 2020 (QII Survey, InfraTech Reference Note and Use Case Library, Response to COVID-19 work, and emerging funding and financing models work) and one in 2019 (QII database). The deliverables supported the discussions at the Infrastructure Working Group level, as well as at the G20 Deputy Finance Minister and Finance Minister levels.

- Before the disruptive effects of COVID-19, GI Hub was on track to deliver 13 out of the 16 initiatives in the 2019-20 Business Plan. 10 of these were delivered before the end of the financial year, six of which were delivered in partnership with MDBs and/or other International Organisations (IOs).

At the end of the 2019-20 financial year, the GI Hub is positioned for impact and success, with a skilled and diverse team, strong leadership and direction, enhanced governance and streamlined operations.

Phase 3: Impact and Success

Building on a renewed engagement with the G20 and core stakeholders, and the qualitative and timely delivery of initiatives relevant to the multi-year G20 infrastructure agenda and the broader infrastructure community, the GI Hub intends to sustain its value and impact. FY 2019-2020 has demonstrated the importance of retaining flexibility and adaptability in the GI Hub's workplan to respond to G20 priorities as they shift.

In March 2020, the GI Hub quickly re-allocated resources from the workplan to support the *G20 Action Plan in Response to COVID-19*, preparing an analysis of the existing quantitative evidence around the role of infrastructure spending in supporting economic growth, particularly after economic downturns, and documenting the available evidence on effective approaches. This work was presented and very well received as a high-quality and timely input by the IWG members, G20 Deputies and G20 Finance Ministers in July 2020. This is a great example of how the GI Hub can provide timely and valuable support to the G20, and we will continue to support the G20 in their response to the economic impacts of COVID-19 over the remainder of the calendar year and as required.

FY2020-21 will see us continuing to build on this transformation and strengthen our strategic alignment, delivery and engagement. 30% of the GI Hub's activities will be dedicated to directly supporting the G20 Presidency. We will focus our workplan by organising it around themes that reflect even further the alignment of our work with the G20 infrastructure agenda and ensuring there are greater synergies across initiatives. Three of the themes in our 2020-21 Business Plan are directly linked to the agendas of former G20 Presidents, namely Infrastructure as an Asset Class, Quality Infrastructure Investment and InfraTech, and the fourth theme is connected to our mandate (Countries and Capabilities). We will also leverage the new infrastructure expertise which joined the GI Hub team in 2020 to support a 'centre of excellence' approach around our core topics and themes.

Our stakeholders are a priority for us, and we are consolidating and continuing to build on our relationships with the G20, MDBs and other IOs. We are working closely with the future 2021 Italian G20 Presidency to develop and define their infrastructure agenda and to maintain the legacy of previous presidencies through our work on the QII survey (2019) and InfraTech (2020). Our dissemination activities are building momentum as we expand our reach and embed our initiatives through partnerships and outreach.

2019-2020 Principal Activities

In 2019-20, we organised our initiatives around four pillars based on our role in the ecosystem:

1. **Facilitating** and connecting the infrastructure community
2. Developing **data**-driven insights for decision-makers
3. Providing practical tools and knowledge for practitioners
4. **Thought leadership** for better infrastructure

PILLAR 1: FACILITATION

The purpose of this workstream was to increase both the amount of infrastructure built (quantity) and its ability to deliver outcomes (quality) by promoting collaboration and alignment of capabilities, and bridging gaps between sectors and regions – to improve understanding, promote sharing of knowledge and support appropriate partnerships.

InfraChallenge 1.0

The inaugural InfraChallenge competition invited applicants from around the world and across sectors to pitch big ideas for digital or technology-driven solutions to major infrastructure challenges. In a sector that has not yet been greatly impacted by digitisation, InfraChallenge sought ideas to innovate, disrupt, and transform infrastructure and improve outcomes for communities.

The competition called for digital innovations that can be applied to solve economic or social infrastructure issues and build momentum towards better infrastructure - such as how cities can embrace smart technology solutions to improve quality of life, manage environmental risks with Artificial Intelligence (AI) and the potential for digitisation to improve electricity networks.

InfraChallenge was launched in November 2019 and rapidly received a lot of interest, with 79 applications submitted by the closing date in February 2020. Applications came from more than 30 countries, with solutions in all stages of development, from initial concept to semi-established ideas and projects in pilot phases. Teams led by women represented 25% of applicants. From these, 20 finalists were shortlisted for mentoring by a diverse group of senior industry professionals. In early August 2020, the Top 10 finalists were announced, and they have been receiving further mentoring and support to 'perfect their pitches' in advance of the final event.

The impact of the COVID-19 pandemic has meant that the InfraChallenge final event had to be delayed to September 2020, and it will now take place in a virtual format under the sponsorship of the Government of Spain. It will be a three-day event, held on 22-24 September, featuring speakers from around the world.

Link: <https://infrachallenge.gihub.org/>

Key Partners: MIT Solve, Government of Spain, Sidewalk Infrastructure Partners, Hyperloop, RICS, Ferrovial, Jacobs, KPMG, Acciona, Cambridge Centre for Smart Infrastructure and Construction

Key Dates:

November 2020	InfraChallenge Launch
2 April 2020	Top 20 announced
5 August 2020	Top 10 announced
22-24 September	InfraChallenge Finale

G20 Action Plan in Response to COVID-19

This initiative was not part of the 2019-20 Business Plan, and was created following the extraordinary meeting of G20 Leaders in March 2020, where it was agreed that a coordinated multilateral response to the COVID-19 pandemic was required, both in terms of the health impacts, but also the subsequent economic impacts.

In mid-April, G20 Finance Ministers endorsed the G20 Action Plan in Response to COVID-19, setting out key guiding principles and commitments to specific G20 actions to drive forward international economic cooperation to navigate the crisis and look ahead to a robust, sustainable and inclusive global economic recovery.

At the April 2020 meeting of the G20 Infrastructure Working Group (IWG), the members agreed to shift the focus of the agenda to the response to the pandemic. Following this meeting, the GI Hub circulated a Concept Note outlining four policy-oriented initiatives to assist G20 governments to better plan for and invest in infrastructure projects to return their economies to a sustainable growth phase.

Acting in response to feedback from G20 members, the GI Hub presented phase 1 of this work directly to the G20 IWG in June, and the G20 Finance Deputies and Ministers in July 2020. Phase 1 work included a report outlining quantitative evidence around the role of infrastructure spending in previous economic downturns and collecting effective approaches to the use of infrastructure as stimulus. This work was well-received by both the IWG and Finance Deputies, and the GI Hub was commended for its responsiveness and ability to pivot in its activities to support the G20.

After the July G20 Deputies and Ministerial meetings, it was agreed that the next stage of this work would be discussed with the GI Hub's Strategic Council and with the IWG in September 2020. The GI Hub expects to continue work on this initiative throughout FY2020-21 as the focus of policymakers turns from an emergency response to COVID-19 to the medium- and longer-term economic recovery, and G20 governments start to plan for infrastructure investment to boost economic growth.

As this work was not part of the FY2019-20 Business Plan and Budget, funds were reallocated from another initiative to enable delivery in a short timeframe.

Key Partner: CEPA

Key Dates:

March 2020	Extraordinary meeting of G20 Leaders
April 2020	G20 Action Plan in Response to COVID-19 endorsed
April 2020	Project scoped and commenced
May 2020	Consultation with GI Hub Strategic Council
June 2020	Consultation with G20 IWG
July 2020	Report finalised and presented to G20 Finance Deputies and Ministers

PILLAR 2: DATA

The objective of this workstream was to improve outcomes delivered by infrastructure policies, programs and projects and to improve the volume of infrastructure built by enabling decision-makers to take better informed, evidence-based decisions, with a particular focus on environmental, social and economic goals.

InfraCompass 2020

InfraCompass 2020, in partnership with Deloitte, is a significant update to the Global Infrastructure Hub's online tool and report, first released in 2017, that aims to support government policymakers to identify opportunities to reduce barriers to investment and encourage greater investment in quality infrastructure. The tool enables users to explore the capability of countries to deliver infrastructure projects, identify priority reforms and pinpoint leading practices across infrastructure governance and institutions, regulatory frameworks, permits, planning, procurement, investment activity, funding capacity and financial markets.

The tool uses data from leading international organisations, including the World Bank Group (WBG), World Economic Forum (WEF) and the Organisation for Economic Co-operation and Development (OECD). The GI Hub extended InfraCompass' exhaustive data analysis to 25 new countries across different regions, including many countries in the Pacific. The tool now covers a total of 81 countries, collectively representing 93% of global gross domestic product and 86% of the global population. The website has attracted almost 5,000 users since its launch on 30 June 2020, with over 30% of these being return users.

To strengthen our product, we incorporated feedback from a wide array of external stakeholders:

- User insight interviews, garnering the views of 23 experts from MDBs, national finance ministries, infrastructure bodies, think tanks and academics
- Collaboration workshop, including representatives from the WBG, the OECD, the Economist Intelligence Unit (EIU) and the Asian Development Bank (ADB)
- Technical expert panel, including representatives from the WBG, OECD, ADB and Infrastructure Canada
- Bilateral discussions with interested G20 countries
- Presentation to the GI Hub Strategic Council

With political will to implement reforms, InfraCompass 2020 can help governments to identify and prioritise reforms that deliver a greater service outcome for every dollar invested - an important metric

in a post COVID-19 world. In addition, it can help potential infrastructure investors to gain a clearer understanding of the policy and enabling environments in these countries.

Link: <https://infracompass.gihub.org/>

Key Partner: Deloitte Asia Pacific	
Key Dates:	
30 June 2020	Launch

Infrastructure Monitor (formerly Outlook 2.0)

The G20 has previously expressed concern about the ability to monitor progress on its priority areas, particularly concerning the Roadmap to Infrastructure as an Asset Class. In part, this is due to a lack of centralised and easy-to-use data.

Outlook was created in 2017 to report on the infrastructure financing gap. Through a comprehensive scoping exercise, it was concluded that there would be insignificant benefit to re-do the extensive exercise to estimate the infrastructure financing gap, but an important contribution could be made by producing data that would allow the G20 to track implementation of its priority topics, particularly Infrastructure as an Asset Class.

Outlook was restructured as Infrastructure Monitor, a new report that the GI Hub intends to publish annually, providing data-driven insights on selected topics relevant to the G20 infrastructure agenda.

This report, and its supporting website, serves as an online resource for policymakers to analyse infrastructure investment flows, their financial performance and impact. Its objective is to enable data-driven discussions in support of more sustainable, resilient and inclusive Infrastructure.

Monitor is delivered through three related workstreams:

1. **Infrastructure Monitor report:** an annual "flagship" report providing in-depth analysis on selected topics relevant to the G20's infrastructure agenda. It draws on relevant datasets from reputable institutions, with which partnerships have been created.
2. **Insights:** Regular data-driven insights on infrastructure themes of interest to the G20, published online and disseminated through social media.
3. **Data tool:** An online, user-friendly and publicly accessible database that consolidates infrastructure and development data from publicly available data sources and allows users to run their own queries.

Monitor 2020 is focused on two variables that have featured prominently in the G20's infrastructure agenda, namely private investment in infrastructure and infrastructure investment performance.

Monitor is in the draft stage but is progressing well. The GI Hub is holding consultations on the Monitor report and website with G20 stakeholders, IOs and private sector partners later in 2020.

Key Dates:	
September 2020	Test of draft Infrastructure Monitor 2020 report and website with GI Hub Strategic Council members

ESE Indicators

There is considerable interest among infrastructure policymakers, investors, developers and user groups to better understand the broader societal impacts of infrastructure. Cost-benefit analysis (CBA) has developed over many decades as a leading practice for assessing these impacts with well-developed industry standards around how models are constructed and applied.

CBAs can allow assessment, ex-ante, of the economic, social and environmental impacts of infrastructure investments using frameworks that have been tested, scrutinised and meet accepted industry standards. The challenge with CBAs, however, is that they are expensive and may require data inputs that are privately held. Accordingly, CBAs tend to be used selectively and often on projects that are at an advanced stage of planning; or they are not done at all.

The GI Hub is developing a low-cost and easy-to-implement tool to assess the economic, social and environmental (ESE) impacts of infrastructure, initially for transport, which takes advantage of new data sources and allows for analysis of impacts according to gender, income and other Quality Infrastructure Investment (QII) Principles.

To do so, the GI Hub is partnering with a consultant to build a shorthand tool that allows for an efficient and cost-effective assessment of costs and benefits in transportation projects, to pilot how new data sources could be used as inputs in this shorthand CBA tool, and to engage with relevant authorities to market test the approach.

Good progress was made on scoping this initiative and identifying possible partners in the first half of 2020, but in April it was paused to re-deploy resources to support the G20 Action Plan in response to COVID-19.

Following the start of the new financial year in July, work recommenced, including the appointment of a consulting partner, and the work to date was presented at the Strategic Council meeting in September 2020.

Key Partner: Deloitte

Key Dates:

January to March 2020	Concept development
April 2020	Project paused due to reallocation of budget to COVID-19 work
July 2020	Resumption of work and appointment of consulting partner

PILLAR 3: PRACTICAL TOOLS AND KNOWLEDGE

The purpose of this workstream was to improve the volume of infrastructure developed and the achievement of outcomes by infrastructure through:

1. Enhancing the capacity of infrastructure organisations;
2. Widely sharing best practice, knowledge and learnings;
3. Actively promoting and enabling the use of leading ideas and tools; and
4. Partnering with international and national organisations to build new approaches and enhance capability.

Brazil Country Program

Country Programs are targeted engagements with selected countries to deliver improved long-term outcomes regarding infrastructure capabilities in policy, planning and implementation through a program that is tailored to individual country needs and delivered with key partners.

The Brazil Country Program is the first GI Hub's country program and was created following needs assessment consultations with the Ministry of Infrastructure (Secretariat of Ports) and the Ministry of Economy (Secretariat of Infrastructure and Secretariat of International Affairs) from the Government of Brazil, and program validation consultations with several MDBs.

The Brazil Country Program is being delivered in partnership with the IADB, and is providing targeted capability development support, including the application of GI Hub tools, and engagement and partnerships with the private sector.

The Brazil Country Program involves:

1. Supporting the development of a framework for Brazil's Port Privatisation Program;
2. Providing a benchmarking study on private long-term finance for infrastructure;
3. Producing a report on leading practices on allocation and mitigation of foreign currency risks;
4. Examining the potential to integrate the SOURCE platform (a multilateral platform for quality infrastructure led and funded by MDBs) into infrastructure project preparation in Brazil; and
5. Delivering a GI Hub-led workshop to share best practices on infrastructure delivery and public-private partnerships (PPPs).

The impact of the COVID-19 pandemic has delayed some workstreams in this program including in-person workshops and stakeholder consultations. A successful online workshop was held on 24 June 2020 on risks and risk allocation in the port sector, with survey feedback from attendees overwhelmingly positive. The report on this workstream is expected to be finalised and handed over to government in late 2020. The Country Program has been extended to March 2021.

Key Partners: Ministry of the Economy Brazil, IADB, BNDES, SOURCE

Key Dates:

December 2019	MoU signed between GI Hub and Brazilian Government
February 2020	Work program agreed
March 2020	Independent consultant appointed to support market consultation for the Port Privatisation workstream
April 2020	Kick-off workshop on Port Privatisation involving Brazilian stakeholders
June 2020	Ports workshop : Key risks in Port transactions

Existing Tools Workshops

Despite the impact of COVID-19 on travel, the GI Hub has managed to conduct several workshops in the 2019-2020 financial year.

In July 2019, a roundtable was held in partnership with Mott MacDonald on the reference tool on Output Specifications for Quality Infrastructure. In this workshop, the GI Hub received feedback on

its work from a variety of senior infrastructure stakeholders in the public and private sectors, thereby informing further development of the reference tool.

In September 2019, the GI Hub partnered with the International Project Finance Association (IPFA) to deliver an online workshop on the reference tool on Leading Practices in Governmental Processes Facilitating Infrastructure Project Preparation. This reference tool operationalises the G20 Principles on Project Preparation and is designed to support public sector infrastructure practitioners address common challenges in project preparation.

In November 2019, the GI Hub conducted a three-day in-person workshop on infrastructure and PPPs in Dakar, Senegal to build the capacity of infrastructure policymakers and practitioners and strengthen policy and delivery in francophone Africa. The purpose of this workshop was to disseminate GI Hub tools and guidance, specifically the PPP Risk Allocation tool, the Reference Guide on Output Specifications for Quality Infrastructure, the Reference Tool on Managing PPPs after Financial Close, and the Reference Tool on Inclusive Infrastructure and Social Equity. This workshop was a huge success, with over 70 attendees from 13 countries.

In May 2020, the GI Hub CEO Marie Lam-Frendo presented at the EBRD's webinar on "Making Cities and Infrastructures Work for Both Men and Women". The second session was an Internal Discussion session for EBRD employees only, during which Ms. Lam-Frendo presented the GI Hub's experience developing our Inclusive Infrastructure and Social Equity tool. Her presentation and the issues raised were used as catalysts for discussion on opportunities and strategic priorities for the EBRD.

Key Partners: Mott MacDonald; IPFA; UNECA, World Bank, AfDB, Central Bank of West African States, EBRD

Africa Infrastructure Fellowship Program (AIFP)

Developed by the GI Hub, Meridiam, and the WEF, the Africa Infrastructure Fellowship Program (AIFP) is a capacity-building initiative designed to strengthen the capacity of African governments in developing sustainable and resilient infrastructure projects.

It is the first infrastructure PPP program dedicated to the training of senior civil servants involved in the procurement of large and complex infrastructure projects in Africa, and which engaged governments, leading academic institutions and the private sector players.

It aims to provide a common understanding and help bridge the gap between public and private sectors, give participants the skills, training and tools to enable them to drive policy and process reforms that improve infrastructure outcomes, create a lasting network of practitioners to share knowledge and experience, and help embed the Sustainable Development Goals (SDGs) in the framework for infrastructure procurement and delivery in Africa.

There are four main components to the program: academic training, workshops, APMG certification and internships with partnering organisations. The program will be delivered in both French and English. Teachers and practitioners will come from law firms, government, project finance advisory firms and other professionals with infrastructure and project finance experience. There will be a strong focus on the SDGs and Environmental, Social and Governance (ESG) principles.

Due to the impact of COVID-19, the first cohort commencement date moved from 13th April to 6th October 2020, and it will most likely be held virtually. There are 12 practitioners enrolled for the first cohort from four countries – Ethiopia, Namibia, Gabon and Senegal, with a 50/50 gender balance.

Link: <https://www.africainfracollowship.org/en>

Key Partners: Meridiam, Ecole des Ponts Paristech, IFC, MIGA, African Development Bank (AfDB), Societe Generale, Agence Francaise de Developpement, SOURCE, and 15 other private sector organisations

Key Dates:

6 October -
December 2020

First program timeline

ILN Sustainable Infrastructure Fellowship Program (SIFP)

The SIFP, in collaboration with the Investor Leadership Network (ILN), is a capacity building program focusing on training emerging market public servants (mainly from Latin American countries), by providing them with a formal and tailored infrastructure finance program, in partnership with Schulich Business School at York University in Toronto. The program includes content and presentations from the institutional investors, as well as a short (2-week) internship.

The GI Hub is supporting the SIFP through the sponsoring of its academic curriculum and the delivery of a one-day mock negotiation workshop on the PPP Risk Allocation Tool, which will be delivered in collaboration between the GI Hub and the Schulich Business School.

Link: <https://www.investorleadershipnetwork.org/en/sustainable-infrastructure-fellowship-program/>

Key Partners: Schulich School of Business (York University), 14 Institutional investors from 6 countries

Cross-Border Reference Guide

Cross-border infrastructure has been of interest to GI Hub for some time, as cross-border projects are essential to global connectivity. However, while there are numerous resources explaining the benefits of cross-border projects, limited information exists on how to best deliver projects in the unique cross-border environment. It is therefore important for the GI Hub to collate and disseminate best practice, knowledge and learnings on cross-border infrastructure projects.

The Reference Guide will assist infrastructure policymakers and practitioners to manage the additional considerations which arise in projects that cross national boundaries.

Specifically, it will:

- cover key themes, including planning and prioritisation, funding and financing, political cooperation, sharing of responsibilities and benefits, currency risk and credit ratings, and harmonisation of rules and standards;
- consider seven real-world examples, sourced from a variety of locations and asset classes, to illustrate leading practices in the development of cross-border infrastructure;
- include practical recommendations for policymakers and practitioners that are relevant to their geographic location and country development status; and
- assess and share leading practices and lessons learned on cross-border infrastructure projects around the world to optimise beneficial outcomes.

2019-2020 Principal Activities

For the year ended 30 June 2020

As part of the Reference Guide development, an online survey based on the Reference Guide draft key considerations was distributed to 125 industry stakeholders from 20 countries across six continents. This Reference Guide will also be complementary to the G20 Development Working Group's (DWG) work on Regional Connectivity.

<i>Key Partner:</i> Ramboll	
<i>Key Dates:</i>	
15 April – 8 June 2020	Online survey
5 May 2020	Presentation to Strategic Council
30 June 2020	Engagement with consultant, Ramboll, concluded
September – October 2020	Draft Reference Guide consultation period
Late 2020	Launch of Reference Guide

PILLAR 4: THOUGHT LEADERSHIP

The purpose of this workstream is to improve the outcomes achieved through infrastructure by developing new ideas, knowledge and approaches to deliver outcomes, and fostering innovation in technology, approaches and other tools to improve the quality of infrastructure built or enable more infrastructure to be built.

InfraTech

InfraTech has been the core focus of the G20 Infrastructure Agenda under the Saudi Arabian G20 Presidency. To support the endorsement of the InfraTech Agenda by G20 Finance Ministers in July 2020, the GI Hub helped close the knowledge gap by delivering a collection of over 40 digital use cases and 100+ case studies covering 39 countries with access to over 50 technical experts on each use case, and a Reference Note with supporting analysis and context. In addition, the GI Hub contributed to Reference Notes developed by the World Bank Group, which presented a policy toolkit and some elements outlining the economic case for InfraTech.

The GI Hub Reference Note received strong interest from the G20 membership and was welcomed by Finance Ministers as part of the endorsement of the InfraTech Agenda in July 2020. It is possible that the Reference Note will also be referred to as part of the deliverables of the Saudi Arabian G20 Presidency in the Leaders' Summit statement in November 2020.

2019-2020 Principal Activities

For the year ended 30 June 2020

Key Partners: World Bank, BCG, Systra, Isle, Saudi Arabian G20 Presidency

Key Dates:

18-19 December 2019	G20 IWG meeting 1
19-23 February 2020	G20 Finance Deputies and Ministers meetings
March 2020	Draft Reference Note and Use Case Library submitted to IWG for review
9 April 2020	G20 IWG meeting 2 (presentation of draft Reference Note and Use Case Library)
May-June 2020	Reference Note and Use Case Library finalised
9 June 2020	G20 IWG meeting 3 (acceptance of Reference Note and Use Case Library by IWG members for presentation to Finance Deputies and Ministers)
July 2020	Reference Note and Use Case Library submitted to G20 Presidency and accepted by Finance Ministers as supporting documents to the Riyadh InfraTech Agenda

Infrastructure Futures

The GI Hub launched the Infrastructure Futures initiative in November 2019 in partnership with WEF and BCG, with the objective of bringing together a community of partners to discuss and debate what the future of infrastructure would look like and its implications on the economy, society and the environment. The report “Infrastructure Futures: The impact of megatrends on the infrastructure industry” was then published on 1 June 2020 generating an overwhelmingly positive response across the industry.

We conducted a survey on 25 megatrends, which received responses from more than 400 respondents in 70 nations, with 35% of the respondents from emerging markets, and 65% from mature markets. All G20 nations were represented and respondents came from the full spectrum of different organisational types – including government, IOs, MDBs, contractors and operators, private investors, technology firms, academia and think tanks – and represented all organisational levels, including a large number of CEOs and directors.

From this exercise, the report identified the megatrends that industry leaders were most concerned about and, using these insights, we created three future scenarios that are extreme, yet plausible. The report calls for infrastructure industry decisionmakers across the public and private sectors to consider, consult and collaborate on several key themes to improve our preparedness for the impacts of megatrends and other global events, such as the COVID-19 crisis.

The report and resulting webinars are continuing to generate dialogue across the industry and it is the second most visited page on the GI Hub web platform.

Link: <https://www.gihub.org/futures/>

Key Partners: WEF, BCG

Key Dates:

1 June 2020

Launch of the report

Innovative Funding and Financing

The GI Hub developed a 'living resource' of effective practices in funding and financing infrastructure around the world. In late 2019, the GI Hub, in partnership with BCG, conducted a global consultation with 40 leading infrastructure practitioners and decision-makers to define the key challenges limiting investor participation in infrastructure.

A library of 50+ case studies was developed from more than 25 countries, each demonstrating effective practices in innovative funding and financing within three levers: revenue generation, risk management and project financing.

In addition to this, a Reference Note on Innovative Funding and Financing, including a funding typology and 60 case studies, was created for the G20 IWG. This work was completed in early 2020, however changes to the G20 priorities and agenda due to COVID-19 have delayed the presentation of this work to the IWG. It is expected to be considered in late 2020.

Key Partner: BCG

Operations

TRANSITION PLAN

The GI Hub rolled out a new operating model in 2019 to enable delivery of its strategic mandate and related business plan. The new model is adaptable, aligns the GI Hub team with organisational objectives, increases stakeholder engagement and restructures internal operations to enable agile project delivery to maximise adaptability and responsiveness.

A transition plan enabled the GI Hub to embed a new operating model and to simultaneously achieve FY19/20 business plan objectives. During the FY19/20 transition program, the GI Hub:

- Delivered a large Human Resources (HR) transformation program with eight different streams of work (see Approach to our People, Culture and Values section below);
- Implemented a new organisational structure;
- Implemented a new reporting framework to measure organisational performance (see Measuring Success section below);
- Implemented agile ways of working (see next section);
- Upgraded systems and processes to foster business excellence; and
- Established our office in Toronto (see Toronto Office section below).

The transition program was completed by the end of FY19/20 and has set the GI Hub up for ongoing future success.

OUR NEW DELIVERY MODEL – AGILE AT THE GI HUB

As part of the transition plan, GI Hub changed from using traditional project management delivery mechanisms to Agile delivery methodologies.

Agile was introduced at the GI Hub to:

- increase quantity and quality of stakeholder engagement;
- deliver high-quality customer-centric products;
- allow for innovation and adaptability;
- decrease risk through increased transparency and tighter monitoring of objectives;
- empower teams to make decisions and debottleneck processes;
- take advantage of cross-functional skillsets; and
- increase output.

As part of the Agile process, pillars define the activities and multi-functional teams were assembled to deliver on pillar outcomes. The teams complete their objectives in an iterative fashion, constantly soliciting feedback from key stakeholders throughout the process, while tracking progress through frequent “ceremonies”, such as stand-ups, Scrum of Scrums, and sprint reviews.

By the end of FY19/20, Agile ways of working were fully embedded at the GI Hub.

BUSINESS CONTINUITY AND COVID-19

GI Hub management actively monitored the progression of COVID-19 (coronavirus) and progressively modified operations in line with government recommendations to ensure the safety of our workforce, our visitors and our operations.

Starting in March 2020, all GI Hub staff transitioned to remote working and continued to work remotely for the rest of the fiscal year.

As part of setting up the new Agile operating model and establishing a new Toronto office, GI Hub upgraded IT systems to cloud-based, secure, virtual platforms. The new IT systems enabled the GI Hub to respond to the changing COVID-19 situation with limited impacts to business operations.

GI HUB TEAM

On the Executive Team, Katharina Surikow was appointed as Head of External Relations. Srima McQuillan was appointed Chief Operating Officer and Henri Blas was appointed as Chief Content Officer. Our Chief Economist role is currently being performed by Neil Saravanamutto.

The GI Hub also strengthened its internal delivery capacity through the recruitment of about 20 staff, including economists, data scientists, partnership managers, and policy specialists. The operations team also welcomed new hires in finance, office administration, and communications.

GLOBAL CENTRE FOR INFRASTRUCTURE EXCELLENCE

The Global Centre for Infrastructure Excellence (GCIE) is part of the GI Hub, based in the GI Hub Toronto Office.

The purpose of the GCIE is to build capacity and to foster the enabling environment for private sector infrastructure investment in developing markets. The GCIE draws on resources from the GI Hub, establishing and maintaining close partnerships with the private sector. To assist with this, the GI

Hub has hired a new full-time resource, based in the Toronto office, whose role it is to manage partnerships with the private sector.

The GCIE has four key objectives:

1. Support **capacity development** in selected emerging and developing economies;
2. Support the broader enabling environment to **mobilise private sector finance** into infrastructure in developing markets;
3. Facilitate greater **inclusiveness**, particularly of women, in the design, delivery and use of infrastructure projects; and
4. Promote greater **environmental sustainability** and climate resilience of infrastructure projects.

Capacity Development

The GI Hub undertakes several capacity building programs and activities, predominantly under the Pillar 3: Practical Tools and Knowledge workstream.

Two key initiatives are the AIFP and SIFP programs, which both aim to build the capacity of public sector infrastructure practitioners and policymakers through partnering with the private sector. The AIFP focuses on strengthening capacity within African governments, whereas the SIFP is focused on capacity building primarily in Latin America and Asia. Both programs have components on infrastructure finance and procurement.

The SIFP program is delivered in partnership with the ILN, a collection of leading global infrastructure investors, led by the Ontario Teachers' Pension Plan (OTPP) and Caisse de dépôt et placement du Québec (CDPQ). The AIFP is delivered in partnership with Meridiam, a global investor and asset manager based in Paris, and the first cohort was selected in late 2019 with commencement of the program delayed to October 2020 due to COVID-19 impacts. By working closely with partners and interested governments, the first AIFP cohort has a 50/50 gender balance.

Through capacity development programs, such as the AIFP and SIFP, which invest directly in local governance, and other GI Hub initiatives which have a strong focus on infrastructure governance and strengthening the enabling environment for investment, such as the InfraCompass tool, the GI Hub prioritises governance considerations in its workstreams to ultimately improve outcomes for people, particularly in emerging economies.

Due to restrictions related to COVID-19, the GI Hub was unable to conduct many in-person capacity building workshops as initially outlined in its business plan, with the exception of a three-day in-person workshop on infrastructure and PPPs in Dakar, Senegal in November 2019, to build the capacity of infrastructure policymakers and practitioners and strengthen policy and delivery in francophone Africa.

Mobilising Private Sector Finance

In addition to the capacity building programs mentioned above, the GI Hub has been working on a number of initiatives in partnership with the private sector. At the end of FY 19/20, the GI Hub had partnered with Moody's, one of the leading providers globally of credit ratings, research and risk analysis, to deliver an infrastructure data workshop in October, with the aim to bridge the data gap between the public and private sectors. This will be an online workshop with key IWG and infrastructure data stakeholders invited and will be facilitated by our Chief Economist and members of the GI Hub data team from the Toronto Office.

The focus of the GI Hub's first version of the Monitor tool (formerly known as Outlook 2.0) is infrastructure investment flows and financial performance of infrastructure assets. Finally, the GI Hub has facilitated private sector participation in infrastructure through our inaugural InfraChallenge

competition, connecting teams with private sector mentors and potential financing opportunities, as well as the Brazil Country Program through the port privatisation component coupled with our work on innovative funding and financing.

Inclusiveness

Inclusiveness is a core theme of the GI Hub's mandate. The GI Hub is developing the ESE Indicators tool to assess the ESE impacts of infrastructure, initially for transport, which takes advantage of new data sources and allows for analysis of impacts according to gender, income and other QII Principles. The GI Hub is also continuing to disseminate the Inclusive Infrastructure and Social Equity Reference Tool, by participating in webinars, such as the EBRD Gender webinar in May, as well as creating content in the form of blogs and articles.

Ensuring inclusive infrastructure development was also one of the four key areas for further investigation identified in our Infrastructure Futures report and has been an ongoing focus of the dissemination of this work. In June, Marie Lam-Frendo joined RICS, a leading international professional body in infrastructure, for a special edition webinar on investible, inclusive and resilient infrastructure in a post-pandemic world, and this partnership with RICS has since been strengthened to include additional blogs and webinars on building back better.

Environmental Sustainability

As mentioned above, the GI Hub is developing a tool on ESE indicators, which will assess the environmental impacts of infrastructure development, in addition to elements of inclusivity. One of the three scenarios developed in the Infrastructure Futures report imagines a green planet where environmental caretaking and circular economy principles are the primary determinant of social and economic value. The theme of sustainability and resilience features in each of the three scenarios in this report, with five of the 25 megatrends (which informed the development of the scenarios) focused on themes including climate change, resource scarcity, resilience and the circular economy.

The InfraChallenge competition also focused heavily on inclusiveness and sustainability, with the objective of the competition being to find digital innovations that could be applied to solve economic or social infrastructure issues and build momentum towards better infrastructure. The judging criteria for applicants also included the ability of the innovation to transform infrastructure, with positive ESE impacts.

Toronto Office

The Toronto office was established in October 2019 and supports Sydney headquarters to enable closer engagement with the GI Hub's major partners in the MDBs and the private sector.

The Toronto office also serves as the Global Centre for Infrastructure Excellence, which works to support joint initiatives and partnerships with the private sector to build capacity and mobilise financing into infrastructure in emerging markets and developing economies. The office's geographic location fosters closer relationships with stakeholders in North America and Europe, including MDBs, and bolsters the GI Hub's brand as a global organisation. The functional focus of the office is economics and data science, as well as partnerships and communications. The staff in the Toronto office work as part of cross-functional teams with the Sydney office.

The Toronto office acts as an extension of the GI Hub, and is not a satellite, division or a separate entity and works seamlessly with the Sydney office through the Agile ways of working. As of April 2020, the Toronto office is fully staffed.

APPROACH TO GENDER EQUALITY

The GI Hub has a strong and ongoing commitment to gender equality. This is shown through our internal practices, as well as embedding these goals into the work we undertake.

Gender equality contributes to long-term economic growth and sustainable development, and the GI Hub believes that infrastructure has a key role to play in championing gender equality.

In 2019/20, the GI Hub increased its female representation in our employee gender mix, from 52% in 2018/19 to 61% today. The GI Hub also achieved 60% female representation at the executive level.

Diversity metrics - Gender (Board, Executive and GI Hub Team) and ethnicity of GI Hub Team

Gender Diversity			Ethnicity
Board	Executive Team	Overall GI Hub Staff (inc. Exec)	Overall GI Hub Staff
Male: 3 (60%) Female: 2 (40%)	Male: 2 (40%) Female: 3 (60%)	Male: 12 (39%) Female: 19 (61%)	Canadian: 5 (16%) Other: 9 (29%) Australian: 17 (55%)

In addition to our internal practices, the GI Hub is also aiming to achieve a 50/50 gender balance in the workshops and events that we host and facilitate, primarily for speakers or presenters but also for attendees, as well as our capacity building programs. Externally delivered or hosted panels and events that GI Hub staff and executives speak at or actively participate in are reviewed prior to accepting the invitation, to ensure that they are reflective of society, including on gender metrics.

In line with our organisational values of diversity and inclusion, and as stated in our Code of Conduct, the GI Hub is also committed to gender neutral role grading and remuneration frameworks that are independently market tested, the use of gender neutral language, and the proactive prevention of all forms of discrimination through the implementation of our Working Together policy.

APPROACH TO ENVIRONMENTAL SUSTAINABILITY

The GI Hub has a strong and ongoing commitment to environmental sustainability. This is demonstrated through our internal practices, as well as embedding these goals into the work we undertake.

Environmental sustainability must be at the heart of successful infrastructure provision and supporting the development of sustainable and resilient infrastructure is at the core of the GI Hub's mission.

As stated in our Code of Conduct, the GI Hub endeavours to identify and implement appropriate sustainability initiatives operationally. These initiatives include limiting the use of paper and encouraging electronic distribution of documents, engaging in recycling programs, utilising power and water saving devices in our offices and engaging with suppliers whose goods and services are sustainably manufactured and/or carbon off-set.

Prior to COVID-19 and the associated travel restrictions, GI Hub had also been in the process of reviewing its travel activities, including consideration of a rigorous carbon offset mechanism for international long-haul flights, which are a major contributor to the organisation's carbon footprint and global greenhouse gas emissions. Work on this will continue in the next financial year, in the expectation that limited travel may be required towards the middle of 2021 for G20 meetings.

APPROACH TO OUR PEOPLE, CULTURE AND VALUES

To structure the organisation to effectively deliver the new operating model, the GI Hub launched a Human Resources (HR) transformation program to embed a robust People & Culture framework.

The People and Culture Framework focused on building new human resources systems, processes, policies and tools to:

- build a collaborative, customer-centric and high-performance culture;
- meet legislative requirements and minimise operational risk;
- improve administrative and management efficiency;
- ensure role clarity and improve accountability for delivery;
- build staff capability and effectiveness; and
- attract and retain critical talent.

All six streams of work within the HR transformation program were successfully completed by June 2020. The new ways of working and high-performance culture are fully embedded at the GI Hub and have set the GI Hub up for a successful FY 20/21.

FINANCIAL PERFORMANCE

The FY19/20 Board approved Business Plan and Budget included a one-off investment to support the transition to the new business operating model, as well as increased allocations for external resources on initiatives to supplement GI Hub capacity and capabilities.

The FY19/20 Budget provisioned funds from grants received throughout the year, as well as GI Hub cash reserves.

At the end of the year, the Budget was met, the transformation program was complete and numerous initiatives were launched. Total intangible assets increased by over AUD 3 million, reflecting the large quantum of work performed.

Impact and Success

MEASURING SUCCESS

As part of the reporting requirements under the GI Hub's funding agreements, results reporting is structured using a 'Logic Model' framework. The focus is on outcomes and impact.

Overall, the reporting framework allows team members to clearly see how their work contributes to the overall objectives of the organisation, with quarterly outcomes building on each other to achieve annual objectives, which in turn come together to achieve the longer-term mission of the GI Hub.

The Logic Model measures Outcomes (impacts) at multiple levels. At the highest level is the organisation's mission, achieved through the four-year objectives which are structured around the organisation's purpose/mandate. At this level, management has introduced an outcome relating to culture to reflect the importance of the GI Hub's over the past 12 months, which has been aimed at implementing a more 'customer-centric', collaborative, and externally focused culture.

In addition, as part of the Agile ways of working, management created and implemented a framework to measure our key results on a quarterly basis, against specific metrics. These align with the Logic Model outcomes at the annual level and below. We have adjusted the annual OKRs to reflect the Logic Model as much as possible, and to create a clear flow of reporting and narrative.

This framework, called the Objectives and Key Results (OKR) framework, was approved by the Board in late 2019, and rolled out for that quarter (Q2 FY2019-20). Since then, we have continuously improved its implementation and results measurement at the team, initiative and organisational level each quarter.

The setting of quarterly OKRs involves both GI Hub management and all team members, so everyone within the organisation is responsible for goal-setting and accountable for achieving outcomes. The Executive team set annual organisation-level OKRs, which are then cascaded down to the teams as quarterly OKRs, which are then broken down further into fortnightly 'Epics'. Quarterly OKRs are derived from the annual objectives for the business and achievement of them should translate to achievement of an annual objective.

Some of the key elements of an OKR framework, and the main reasons this approach was adopted by the GI Hub, are:

1. OKRs are mutually agreed between the teams and management;
2. They are transparent across the business; and
3. They represent stretch goals without being unachievable.

The emphasis of OKRs is not on individual performance, but contributions of teams to overall organisational objectives. In this way, it is a useful tool for staff to see their contribution to the performance and success of the organisation, and a means for management to build engagement with staff.

The diagram on the following page shows the mapping of OKRs to the Logic Model framework, from the Ultimate Outcome (Mission Statement) to the Annual Objectives.

2019 / 2020 Annual Objectives

OKR: Ultimate
Outcome

Logic Model:
Mission

Connecting the global infrastructure community and sharing insights to facilitate the delivery of G20 member's economic, social (including gender inclusivity), and environmental outcomes through more and better infrastructure

OKR:
Intermediate
Outcomes

Logic Model:
2019-2022
Objectives

INFRASTRUCTURE AGENDA

Greater awareness among G20 Finance Ministers of demonstrable progress on implementation of initiatives under the G20 Roadmap to Infrastructure as an Asset Class

INFRASTRUCTURE DELIVERY

Improved infrastructure delivery by GI Hub public and private sector partners

INFORMATION SHARING

Reduced information asymmetries and increased knowledge sharing and collaboration by public and private infrastructure stakeholders on quality infrastructure, including environmental sustainability and gender inclusivity

CULTURAL ENABLERS

Cultural Enablers

OKR: Annual
Objectives

Logic Model:
Immediate
Outcomes

1

Greater awareness among G20 Finance Ministers of demonstrable progress on implementation of initiatives under the G20 Roadmap to Infrastructure as an Asset Class

2

Greater awareness of and commitment to implementation of IWG deliverables among G20 and non-G20 government officials

3

Improved capacity among public sector officials in infrastructure procurement, with a focus on PPP risk allocation, contract management, and inclusive and quality infrastructure project design and delivery

4

Improved national public sector capability in infrastructure procurement and project preparation, supported by institutional partnerships and practical tools

5

Increased cooperation between MDB, public, and private sector stakeholders on the development of inclusive infrastructure policy and projects

6

Greater awareness among public sector and MDB infrastructure stakeholders of activities, innovations and programs in other jurisdiction or similar organisations

7

Improved awareness and understanding of under-served infrastructure topics among government infrastructure policy makers and MDB infrastructure divisions

8

Improved information and insights available to government and private sector infrastructure decision makers, with a particular emphasis on environmental, social and economic (ESE) measures, impacts and benefits

9

Build a purpose driven collaborative culture internally and externally

MEDIA AND COMMUNICATIONS IMPACT

The new business plan and operating model implemented in July 2019 highlighted the need for an organisation-wide media and communications strategy, building on the work completed for various initiatives over the first four-year mandate

In 2019-20, the GI Hub invested in strengthening the communications function, establishing a dedicated Events Manager role and bolstering the team with a Communications Specialist. This has made our message more consistent across platforms and channels, and we are better able to leverage activities around our initiatives to benefit others. We are also able to use our partnerships and networks to amplify our messages. We also use our channels to amplify and promote the work of our partners in the MDBs, governments and relevant private sector associations and think tanks, in line with our mandate to serve as a hub and disseminator of information and best practice across the infrastructure ecosystem.

The focus for 2019-20 was on building the GI Hub's profile and brand through growing our digital audience, reach and improving engagement across social media channels. This has been successful through regular blogs and news articles on the GI Hub website, increased media coverage, participation in and hosting of global events and webinars, podcasts and continuous upgrades to the functionality and user-friendliness of our online platforms and tools.

Mainstream media remains an important channel to democratize infrastructure topics which are often wrongly perceived as too technical. This exposure is also important for the GI Hub to continue to build credibility and channel key infrastructure messages to a broader audience. At the same time, trade media (infrastructure-related publications) are highly relevant for infrastructure practitioners for whom the GI Hub's tools and resources are largely created. In 2019-20, the GI Hub was able to successfully attract mainstream media coverage including in the South China Morning Post, Australian Financial Review, The Economist, Forbes, and on CNBC. Our trade media relationships continue to grow, and we received substantial coverage from publications such as Infrastructure Investor, INFRASTRUCTURE magazine, IJ Global, Inframation and i3 magazine. The impact of COVID-19 meant that coverage of infrastructure issues that were not directly linked to the crisis received only limited coverage in the second half of the FY, however the outlier was the GI Hub's Infrastructure Futures report, which attracted attention online and in publications such as Forbes, with the piece in Forbes reaching an audience of over 1 million. This thought leadership piece continues to engage audiences, with several governments requesting briefings on the report and considerable interest in follow up articles and analysis.

The restructured communications team allowed the GI Hub to increase its use of social media, focusing on our existing LinkedIn and Twitter platforms. We continued to grow our audiences (31% increase on LinkedIn and 16% increase on Twitter) and our engagement on these channels, despite a sometimes-uneven flow of content in the second half of the financial year, largely due to COVID-19 impacts on releases and announcements. A planned audit of our channels and a review of our audience needs and profile did not take place in 2019-20 due to resourcing constraints and will be delivered in the first half of 2020-21. This will help to further inform the GI Hub-wide dissemination strategy and our digital communications activities.

STAKEHOLDER ENGAGEMENT

During 2019-20, there was fundamental shift in the GI Hub's engagement with the G20. Through proactive engagement, including time in-country, the GI Hub continued to strengthen the relationship with the Saudi Arabian G20 Presidency team in the lead up to the December 1 G20 Presidency changeover.

The GI Hub team helped define priority topics and draft background documents and engagement strategies for the Presidency, and worked very closely with the OECD and the World Bank Group to ensure that deliverables were clearly scoped and responsibilities allocated early to ensure the Presidency's timetable could be met. The Presidency has repeatedly recognised the value provided by the GI Hub, and a similar level of engagement and support is underway with the incoming 2021 Italian Presidency team.

In 2019-20, the GI Hub committed to delivering 70% of its initiatives in partnership with other organisations. Despite COVID-19 impacts, 10 of the 16 initiatives were successfully delivered, with 24 different partners. Six of our initiatives involved MDB or IO partners, either for certain elements of the initiative or throughout. In addition to this, several initiatives established reference or expert advisory panels, who were engaged throughout the delivery of the initiatives to ensure that they met stakeholder needs and added value to the infrastructure ecosystem. A successful example of this was the InfraCompass 2.0 expert panel, which provided input into methodology, data and presentation issues, ultimately resulting in stronger relationships with peer organisations and a more robust tool.

The new partnership approach also involved the negotiation and implementation of strategic partnerships with several entities, built around a longer-term program of work and support for mutual benefit. An important partnership is with the Investor Leadership Network (ILN), where the GI Hub is supporting the delivery of the Sustainable Infrastructure Fellowship Program (see section on 2019-2020 Initiatives above for further details). The ILN is an important coalition of leading institutional investors from Canada, North America and Europe, and the GI Hub's relationships with them individually and collectively are important in enabling the GI Hub to deliver on its mandate to bridge the public and private sectors. A second important partnership is with the Sustainable Infrastructure Foundation's SOURCE platform, which has been integral to the Brazil Country Program, and has resulted in the integration of the GI Hub's PPP Risk Allocation Tool into the SOURCE tool to strengthen both.

With the increased emphasis on partnerships and to enable the GI Hub to play a facilitator role within the infrastructure community, the function of partnership manager was created to engage more deeply and meaningfully with both public and private sectors.

The GI Hub invested resources to support this area, appointing two Partnership Managers in late 2019. Our partnership manager for private sector is Toronto based and responsible for managing relationships with the private sector, including investors, asset managers, construction firms, advisory services firms, industry associations and the academic sector worldwide. Our partnership manager for public sector is based in Sydney and responsible for building and maintaining relationships with the public sector.

During 2019-20 the GI Hub also focused on rebuilding its relationship with the G20, the IWG and the MDBs. This has been largely successful, and in 2020-21 we will expand our focus to the broader infrastructure community and look to strengthen our relationships in the academic and private sector. We will continue to keep our stakeholders at the core of what we do, embedding advisory panels at the initiative level, and investing in the tools and resources needed to build, maintain and add value to an effective global network of experts, friends, allies and champions.

Governance

OVERVIEW OF BOARD COMPOSITION

Board Members as at September 2020

Name	Country/role	Term dates
Dr Steven Kennedy	Australia Director and Chair	17 December 2019 – 31 December 2022
Mr Luke Yeaman	Australia Alternate Director	23 June 2020 – 31 December 2022
Ms Katharine Rechico	Canada Director	31 July 2019 – 31 December 2022
Mr Kenji Okamura	Japan Director	18 August 2020 – 1 December 2020
Mr Hideaki Hamada	Japan Alternate Director	18 August 2020 – 1 December 2020
Mr Tadaaki Kawamura	Japan Alternate Director	18 August 2020 – 1 December 2020
Mr Atsushi Mimura	Japan Alternate Director	18 August 2020 – 1 December 2020
Mr Shigeru Ariizumi	Japan Alternate Director	18 August 2020 – 1 December 2020
Mr Robert Milliner	Independent Director	24 December 2014 – 31 December 2017 1 January 2018 – 31 December 2018 1 January 2019 – 31 December 2022*
Ms Katherine Sierra	Independent Director	13 August 2015 – 30 June 2017 1 July 2017 – 31 December 2018 1 January 2019 – 31 December 2022*

*Terms were renewed in line with the GI Hub Board Charter, which states that no Director will hold office for a continuous period in excess of four years.

Changes in directorship during FY 2019/20

Name	Country/role	Term dates
Laura Jaitman	Argentina Director	06 February 2018 – 31 December 2018 01 January 2019 – 17 December 2019
Mathias Mondino	Argentina Alternate Director	10 January 2019 – 17 December 2019
Philip Gregory Gaetjens	Australia Director and Chair	22 August 2018 – 02 September 2019

Name	Country/role	Term dates
Masatsugu Asakawa	Japan Director	01 January 2019 – 18 August 2019
Yoshiki Takeuchi	Japan Director	22 October 2019 – 18 August 2020
Shuichi Hosoda	Japan Alternate Director	22 October 2019 – 18 August 2020
Takashi Miyahara	Japan Alternate Director	06 December 2017 – 31 December 2018 01 January 2019 – 14 August 2019 22 October 2019 – 18 August 2020
Toshiyuki Miyoshi	Japan Alternate Director	22 August 2018 – 31 December 2018 01 January 2019 – 18 August 2019
Munenari Nomura	Japan Alternate Director	17 January 2019 – 18 August 2019
Takahiro Tsuda	Japan Alternate Director	17 January 2019 – 18 August 2019
Masafumi Yabara	Japan Alternate Director	22 October 2019 – 18 August 2020
Abdulaziz Alrasheed	Saudi Arabia Director	11 April 2019 – 17 December 2019

COMPANY SECRETARY

On 8 May 2020, the Board approved the transition of the Company Secretary responsibilities from Ms. Katharina Surikow, Head of External Affairs, to Mrs. Srma McQuillan, Chief Operating Officer. At the 24 June 2020 Board meeting, the Company Secretary duties officially transferred to Mrs. Srma McQuillan.

INFORMATION ON DIRECTORS

Dr Steven Kennedy – Chair

Dr Kennedy was appointed Secretary to the Treasury with effect from 2 September 2019.

Prior to his appointment as Treasury Secretary, Dr Kennedy was Secretary of the Department of Infrastructure, Transport, Cities and Regional Development between September 2017 and August 2019.

During his nearly 30 years in the public service, Dr Kennedy has held other senior positions including Deputy Secretary at the Department of the Prime Minister and Cabinet; Deputy Secretary at the Department of Industry, Innovation and Science; Deputy Secretary at the Department of the Environment; Deputy Secretary at the Department of Climate Change and Energy Efficiency, and the Head of Secretariat of the Garnaut Climate Change Review – Update 2011.

Dr Kennedy began his public service career in 1992 as a cadet at the Australian Bureau of Statistics. Prior to joining the public service, he trained and worked as a nurse.

Dr Kennedy has served on a number of boards and is a member of the Reserve Bank Board, Council of Financial Regulators, Trans-Tasman Council on Banking Supervision, Board of Taxation, New Zealand Treasury Board, the Sir Roland Wilson Foundation and the Centre for Market Design Advisory Board.

He is also the Institute of Public Administration Australia (IPAA) ACT President.

Dr Kennedy was awarded a Public Service Medal in 2016 for outstanding public service in the area of climate change policy.

Dr Kennedy holds a PhD and a Masters in Economics from the Australian National University, and a Bachelor of Economics (First Class Honours) from the University of Sydney.

Katharine Rechico – Director

Ms. Katharine Rechico is the Assistant Deputy Minister of International Trade and Finance at the Department of Finance Canada, since April 2019. Ms. Rechico has substantial international finance and economic policy experience.

Previously, Ms. Rechico was the Assistant Secretary to the Cabinet, Liaison Secretariat for Macroeconomic Policy at the Office of the Privy Council of Canada.

Ms. Rechico also held other senior positions in the Department of Finance, including Director General of International Finance and Development and Acting Director General of Federal Provincial Relations.

Ms. Rechico has also served as the Economics and Finance Counsellor at the Canadian Delegation to the Organisation for Economic Co-operation and Development (OECD) in Paris, France.

Ms. Rechico holds a Masters degree in Economics from Queens University, and a Bachelor of Arts with Honours in Economics from the University of Alberta.

Kenji Okamura – Director

Mr. Okamura is the newly appointed Vice Minister of Finance for International Affairs, Japan's highest foreign exchange diplomat and responsible for representing Japan at international forums.

Mr. Okamura joined the Ministry of Finance in 1985 and served most recently as the Director-General of the International Bureau since July 2019. He has held numerous other senior positions within the Ministry of Finance and the Financial Services Agency.

He obtained a Bachelor of Law from the University of Tokyo and a Masters degree in Public Policy from the John F. Kennedy School of Government at Harvard University. He is also a certified public accountant.

Robert Milliner – Independent Director

Robert Milliner is an independent director of AusNet Services Ltd., an independent director of the Global Infrastructure Hub Ltd (a G20 initiative), Chairman of the Australian Payments Council and a member of the APEC Business Advisory Council.

He is also a Senior Adviser at UBS and a Senior Adviser to the Secretary General of the International Chamber of Commerce.

He was the B20 Sherpa for Australia for 2014, a member of the Steering Committee for Turkey B20 2015, Senior Adviser to China B20 2016, Special Adviser to Germany B20 2017 and Senior Director B20 Saudi Arabia 2020.

From 2004-2011 he was Chief Executive Partner of Australia's pre-eminent international law firm Mallesons Stephen Jaques (now King & Wood Mallesons). In his role as Chief Executive he led the merger of Mallesons and King & Wood (a PRC firm), which was a world first. He was a partner of Mallesons for 28 years and specialised in mergers & acquisitions, infrastructure and was recognised as one of the world's leading energy lawyers.

Robert is an Honorary Member of the Business Council of Australia and member of the Economic Policy and Competitiveness and Energy and Climate Change Committees; he was a director of the Business Council 2005-2011.

He has a Bachelor of Commerce and Bachelor of Laws (Hons) from the University of Queensland and a Master of Business Administration from the University of Western Australia and has attended the Advanced Management Program at Harvard Business School.

Katherine Sierra – Independent Director

Katherine Sierra is a non-resident Senior Fellow of Global Economy and Development at The Brookings Institution.

Previously Ms Sierra held senior leadership positions at the World Bank, including Vice President for Sustainable Development (2007-2010); Vice President, Infrastructure (2004-2007); Vice President, Human Resources (2001-2004); and Vice President for Operational Core Services (1999-2000).

Ms Sierra is a member of the External Sustainability Advisory Council for the Trane Technologies Center for Energy Efficiency, and is on external Sustainability Advisory Committees for the FMC Corporation and for Walgreens. She is the Chair of the Gold Medal Jury for the World Environment Center's Corporate Sustainability Leadership Award. She co-chaired an external task force which addressed issues of Gender Based Violence in World Bank Investment Projects, and is currently co-chair of the Oxfam Independent Commission addressing Sexual Misconduct and Culture Change at that organization.

Ms Sierra has a Bachelor of Arts (Anthropology and Hispanic Civilization), University of California Santa Barbara (1976), a Masters in City and Regional Planning from the Graduate School of Design at Harvard University (1978) and has also completed the General Managers Program at the Harvard Business School (1998).

MEETINGS OF DIRECTORS

The numbers of meetings of the Company's board of directors held during the year ended 30 June 2020, and the numbers of meetings attended by each director were:

	Full meetings of directors	
	A	B
Robert Milliner	4	4
Katharine Sierra	4	4

	Full meetings of directors	
	A	B
Mathias Mondino	1	2
Katharine Rechico	4	4
Abdulaziz Alrasheed	1	2
Laura Jaitman	0	2
Takashi Miyahara	1	3
Yoshiki Takeuchi	0	3
Dr Steven Kennedy	0	2
Shuichi Hosoda	2	3
Luke Yeaman	1	1

A = Number of meetings in 2019-20 attended by the director

B = Number of meetings in 2019-20 held during the time the director held office

Compliance

RISK MANAGEMENT

The GI Hub's risk management framework is designed to ensure the GI Hub as an organisation can deliver on its mandate, while complying with relevant Australian and Canadian corporate legal, financial and reporting requirements.

Overall, the risk mitigation strategies developed and applied are proving effective for the types of risks, and risk likelihoods are generally seen by GI Hub management as low to medium. At an operational level, the development of new policies for HR, Procurement and Finance has strengthened governance and risk management in these key areas. Additionally, the internal review process, whereby all initiatives and financial metrics are reviewed at the team and executive levels on a monthly basis, enables management to understand historical performance and to forecast future outcomes.

GI Hub Management has taken a conservative approach to manage risks associated with COVID-19 (Coronavirus). All GI Hub employees started to work from home ahead of the Australian and Canadian enforced governmental measures and continued to do so for the remainder of the fiscal year. To promote work, health and safety at home, all staff were required to complete ergonomic assessments of their home workstations. GI Hub has also supported staff wellbeing via weekly communications, webinars on mental health and providing access to an employee assistance program (EAP). Additionally, IT upgrades and system transitions to the Cloud over the past nine months have enabled the GI Hub to respond to the crisis with limited impacts to business operations.

At the initiative level, data availability and reliability for major projects continues to be challenging, and risk management strategies have been put in place to mitigate these risks and their impact. This includes limiting the coverage of certain tools to countries, regions or sectors where data is consistent, reliable and available. In addition, stakeholder support and engagement are seen as a risk for the GI Hub and particular initiatives. In some cases, this remains the case, but is mitigated by increased resourcing of the partnerships team, clear and comprehensive engagement, and communications plans and strategies. Over the past year, the work done by the GI Hub to rebuild and strengthen relationships with the G20 at the IWG and Deputies levels, as well as with the MDBs individually and collectively, has helped reduce the risk of negative responses from stakeholders to GI Hub initiatives. Regular consultation with G20 countries through the Strategic Council mechanism also helps to mitigate this risk. Similarly, the more consistent involvement of major stakeholders in

the development of initiatives, and the consideration of their needs in the GI Hub's work has helped to show the value of the GI Hub and rebuild trust in the organisation.

AUDIT AND RISK COMMITTEE

The Business Plan for 1 July 2019 - 30 June 2020 contains reporting on management of risks associated with delivering the Business Plan.

The Board's risk management oversight of the GI Hub is driven through quarterly meetings of the Audit and Risk Committee. This committee consists of the GI Hub's two independent directors, with a standing invitation issued to the CEO and COO from GI Hub management and KPMG (independent auditor). All Board members are invited to attend.

INSURANCE OF OFFICERS AND INDEMNITIES

During the financial year, the Global Infrastructure Hub Ltd paid a premium of \$33,250 to insure the directors and secretaries of the Company.

The liabilities insured are legal costs that may be incurred in defending civil or criminal proceedings that may be brought against the officers in their capacity as officers of entities in the Company, and any other payments arising from liabilities incurred by the officers in connection with such proceedings. This does not include such liabilities that arise from conduct involving a wilful breach of duty by the officers or the improper use by the officers of their position or of information to gain advantage for themselves or someone else or to cause detriment to the Company. It is not possible to apportion the premium between amounts relating to the insurance against legal costs and those relating to other liabilities.

MEMBERS GUARANTEE

The Company is incorporated under the Corporations Act 2001 and is a Company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum of \$10. As at 30 June 2020, the number of members was 2 (2019: 2 members).

PROCEEDINGS ON BEHALF OF THE COMPANY

No person has applied to the Court under section 237 of the *Corporations Act 2001* for leave to bring proceedings on behalf of the Company, or to intervene in any proceedings to which the Company is a party, for the purpose of taking responsibility on behalf of the Company for all or part of those proceedings.

No proceedings have been brought or intervened in on behalf of the Company with leave of the Court under section 237 of the *Corporations Act 2001*.

DIVIDENDS

As a not-for-profit company, the Company does not pay dividends.

REVIEW OF OPERATIONS

The deficit from ordinary activities amounted to \$4,723,348 (2019: Surplus of \$4,143,218)

SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

In the opinion of the Directors, there were no significant changes in the state of affairs of the Global Infrastructure Hub that occurred during the financial year.

EVENTS SINCE THE END OF FINANCIAL YEAR

On 21 July 2020, the GI Hub was notified that board member Mr. Yoshiki Takeuchi, the former Vice Minister of Finance for International Affairs for Japan, was stepping down from his role in government and subsequently, his role on the GI Hub Board. His replacement, Mr Kenji Okamura, was officially appointed as GI Hub Board member on 18 August 2020, along with four Alternate Directors.

AUDITOR'S INDEPENDENCE DECLARATION

A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out in Appendix 1.

This report is made in accordance with a resolution of directors.



Robert Milliner

Director

Melbourne, 20th October, 2020

ADDENDUM ON CONTRACTORS AND SUB-CONTRACTORS

This Addendum to the GI Hub Annual Report for dates from 1st July 2019 - 30th June 2020 sets out details of contractors/subcontractors used by the GI Hub during this period. This Addendum is for the distinct purpose of paragraph b) of Section E. of the Commonwealth Grant Agreement between the Commonwealth, represented by the Department of the Treasury (the Treasury) and the Global Infrastructure Hub Ltd, dated 09 May 2019, Grant Agreement number C01495.

Contractors/Subcontractors of the Grantee (GI Hub) for the period 1st July 2019 to 30th June 2020:

Accenture Australia Pty Ltd	KPMG Advisory
Adaptovate Consulting Pty Ltd	KPMG Australia
Aenigma Advisor Inc.	LOTUS PEOPLE PTY LTD
Africa Infrastructure Fellowship Program	Loyens & Loeff Advocaten/Avocats CVBA
Allen & Overy LLP	Magnard Finance Conseil
Amanda Petrides - If Only I PTY LTD	Maritime & Transport Business Solutions B.V.
Atlassian	Marsh Canada Limited
AUSTRALIAN GOVERNMENT SOLICITOR	Marsh Pty Ltd
Baker McKenzie	McCullough Robertson Lawyers
Benestar Group Pty Ltd	Meriton Property Services
Boheem Design Pty Limited	Message Stick Communications
Boston Consulting Group Pty Ltd	MIT Solve
Brennan IT Pty Ltd	Mott Macdonald
Brennan Voice & Data Pty Ltd	MOTT MACDONALD AUSTRALIA PTY LTD
Business Sherpa Group	Norton Rose Fulbright
Catharsis Managed IT	Nucleo Pty Ltd
Cepa	Numeric Eight Pty Ltd
Charter Hall Real Estate Mgt Services (NSW) Pty Ltd	OXFORD ECONOMICS AUSTRALIA PTY LTD
Charterhouse Recruitment Pty Ltd	PEI Alternative Insight
Clade Solutions Pty Ltd	Phillip Silver & Associates Lawyers
Clicks Recruit (Australia) Pty Ltd	Pitney Bowes Australia Pty Ltd
Consolidated Property Services (Australia) Pty Ltd	PriceWaterhouseCoopers
Cox Purtell Staffing Services Pty Ltd	Rackspace
Deloitte Financial Advisory Pty Ltd	Ramboll Sweden AB
Deloitte LLP (Canada)	Randstad (Australia)
Deloitte Risk Advisory Pty Ltd	Randstad Technologies (Canada)
Digital Brand Building	Roland Kyle Peters
Draftworks Events & Production	Send and Receive Creative Inc.
Dutra Architect Inc	Sketch Videos Pty Ltd
EDELMAN PUBLIC RELATIONS WORLDWIDE PTY LTD	Sonic Health Plus Pty Ltd
Elite Print Solutions Pty Ltd	Stikeman Elliott LLP
Eurest Australia	Superfluid Solutions
Fisher Fit Outs	Sustainable Infrastructure Foundation
Foresight Management Group	Systra Scott Lister Australia Pty Ltd
Fragomen World Wide	The Insight Executive Search Group Pty Ltd
GIDE LOYRETTE NOUEL A.A.R.P.I.	The People and Culture Partners
Horizon Print Management	Thomas Maier - Infer Ltd
HP Financial Services (Australia)	TOFI PTY LTD
Investor Leadership Network	TousComm
Isle Utilities Pty Ltd	TRADUTEC LTDA
Kay Scott Consulting Ltd	Turner & Townsend
Korn Ferry	Zolo Realty, Brokerage

Appendix 1: Auditor's Independence Declaration



Lead Auditor's Independence Declaration under Section 307C of the Corporations Act 2001

To the Directors of Global Infrastructure Hub Ltd

I declare that, to the best of my knowledge and belief, in relation to the audit for the financial year ended 30 June 2020 there have been:

- i. no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- ii. no contraventions of any applicable code of professional conduct in relation to the audit.

KPMG

KPMG

Kevin Leighton
Partner
Sydney
20 October 2020

Appendix 2: Audited Financial Statements

Global Infrastructure Hub Ltd

ACN 602 505 064

Annual Report - 30 June 2020

Contents	Page
Financial Statements	
Statement of Comprehensive Income	39
Statement of Changes in Equity	40
Balance Sheet	41
Statement of Cash Flow	42
Notes to the Financial Statements	43
Director's Declaration	56
Independent Auditor's report to the members of Global Infrastructure Hub Ltd	58

These financial statements are the financial statements of Global Infrastructure Hub Ltd as an individual entity. The financial statements are presented in Australian dollars (\$).

Global Infrastructure Hub Ltd is a company limited by guarantee, incorporated, and domiciled in Australia. Its registered office and principle place of business is:

Global Infrastructure Hub Ltd
Level 23
68 Pitt Street
Sydney NSW 2000

A description of the nature of the entity's operations and its principle activities is included in the director's report on page 4, which is not part of these financial statements.

The financial statements were authorised for issue by the directors on 20 October 2020. The directors have the power to amend and reissue the financial statements.

Global Infrastructure Hub Ltd
Statement of Comprehensive Income
For the year ended 30 June 2020

	Notes	2020 \$	2019 \$
Revenue from continuing operations	4	11,057,262	15,792,540
Employee benefits expense		(6,934,913)	(4,611,629)
Depreciation and amortisation expense	5	(595,921)	(970,857)
Depreciation for leases		(485,943)	-
Marketing expense		(85,724)	(284,041)
Property expense		(144,865)	(502,009)
Travel expense		(885,197)	(1,037,369)
Professional Fees		(5,123,548)	(2,819,634)
Events and Conference Expense		(133,626)	(140,778)
Other Expenses		(1,363,095)	(1,486,922)
Net finance income/(expense)	5	(27,778)	203,917
Surplus/(Deficit) for the year		<u>(4,723,348)</u>	<u>4,143,218</u>
 Other comprehensive income			
Other comprehensive income for the year		<u>-</u>	<u>-</u>
Total comprehensive income/(loss) for the year		<u>(4,723,348)</u>	<u>4,143,218</u>
Surplus/(deficit) is attributable to:			
Members of Global Infrastructure Hub Ltd		<u>(4,723,348)</u>	<u>4,143,218</u>
Total comprehensive income for the year is attributable to:			
Members of Global Infrastructure Hub Ltd		<u>(4,723,348)</u>	<u>4,143,218</u>

The above statement of comprehensive income should be read in conjunction with the accompanying notes

Global Infrastructure Hub Ltd
Statement of changes in equity
For the year ended 30 June 2020

	Retained Surplus	Total Equity
	\$	\$
Balance at 01 July 2018	10,694,686	10,694,686
Surplus for the year	4,143,218	4,143,218
Other comprehensive income	-	-
Total comprehensive income for the year	4,143,218	4,143,218
Balance at 30 June 2019	14,837,904	14,837,904
Balance at 1 July 2019	14,837,904	14,837,904
Surplus for the year	(4,723,348)	(4,723,348)
Other comprehensive income	-	-
Total comprehensive income for the year	(4,723,348)	(4,723,348)
Balance at 30 June 2020	10,114,556	10,114,556

The above statement of changes in equity should be read in conjunction with the accompanying notes

Global Infrastructure Hub Ltd
Balance Sheet
As at 30 June 2020

	Notes	2020 \$	2019 \$
ASSETS			
Current assets			
Cash and cash equivalents	6	6,693,562	13,748,464
Trade and other receivables	7	401,599	271,331
Total current assets		7,095,161	14,019,795
Non-current assets			
Property, plant and equipment	8	176,579	66,963
Intangible assets	9	4,183,593	1,609,413
Right of use asset		1,293,037	-
Total non-current assets		5,653,209	1,676,376
Total assets		12,748,370	15,696,171
LIABILITIES			
Current liabilities			
Trade and other payables	10	915,127	499,945
Employee benefit obligations	11	394,358	358,322
Current lease liability		539,620	-
Total current liabilities		1,849,105	858,267
Non-current liabilities			
Non-current lease liability		784,709	-
Total non-current liabilities		784,709	-
Total liabilities		2,633,814	858,267
Net assets		10,114,556	14,837,904
EQUITY			
Retained Surplus	12	10,114,556	14,837,904
Total Equity		10,114,556	14,837,904

The above balance sheet should be read in conjunction with the accompanying notes

Global Infrastructure Hub Ltd
Statement of cash flows
For the year ended 30 June 2020

	Notes	2020 \$	2019 \$
Cash flows from operating activities			
Receipts from government grants (inclusive of goods and services tax)		11,057,262	15,792,540
Payments to suppliers and employees (inclusive of goods and services tax)		<u>(14,406,038)</u>	<u>(11,235,037)</u>
Net cash inflow/(outflow) from operating activities	15	<u>(3,348,776)</u>	<u>4,557,503</u>
 Cash flows from investing activities			
Payments for property, plant and equipment		(147,207)	(68,713)
Payments for intangible assets		<u>(3,132,510)</u>	<u>(997,249)</u>
Net cash inflow/(outflow) from investing activities		<u>(3,279,717)</u>	<u>(1,065,962)</u>
 Cash flow from financing activities			
Interest and finance charges paid		(14,268)	(6,463)
Interests received		42,510	223,927
Payment of lease liabilities		<u>(454,651)</u>	<u>-</u>
Net cash inflow/(outflow) from financing activities		<u>(426,409)</u>	<u>217,464</u>
 Net (decrease)/increase in cash and cash equivalents		(7,054,902)	3,709,005
Opening cash brought forward		<u>13,748,464</u>	<u>10,039,459</u>
Cash and cash equivalents at end of year	6	<u>6,693,562</u>	<u>13,748,464</u>

The above statement of cash flows should be read in conjunction with the accompanying notes

Contents of the notes to the financial statements

	Page
1 Summary of significant accounting policies	44
2 Changes in accounting policies	49
3 Critical estimates and judgements	50
4 Revenue	50
5 Expenses	51
6 Cash and cash equivalents	51
7 Trade and other receivables	51
8 Property, plant and equipment	52
9 Intangible assets	53
10 Trade and other payables	53
11 Employee benefit obligations	54
12 Retained surplus	54
13 Remuneration of auditor	54
14 Contingent liabilities and contingent assets	54
15 Cashflow Information	55
16 Leases as lessee	55
17 Events occurring after the reporting period	55

1 Summary of significant accounting policies

This note provides a list of all significant accounting policies adopted in the preparation of these financial statements. These policies have been consistently applied to all the years presented, unless otherwise stated.

The financial statements are for the Global Infrastructure Hub Ltd ("the GI Hub")

(a) Basis of preparation

(i) Special purpose financial report

In the director's opinion, the Company is not a reporting entity because there are no users dependent on general purpose financial reports.

The special purpose financial statements have been prepared in accordance with the requirements of *the Corporations Act 2001* and the recognition, measurement and classification aspects of all applicable Australian Accounting Standards (AASBs) adopted by the Australian Accounting Standards Board (AASB).

The special purpose financial statements include only the disclosure requirements of the following AASBs and those disclosures considered necessary by the directors to meet the needs of members:

AASB 101 *Presentation of Financial Statements*

AASB 107 *Statement of Cash Flows*

AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*

AASB 1048 *Interpretation and Application of Standards*

AASB 1054 *Australian Additional Disclosures*

(ii) Historical cost convention

These financial statements have been prepared under the historical cost basis.

(iii) New and amended standards adopted by the company

The Company has applied the following standards and amendments for first time in their annual reporting period commencing 1 July 2019:

- AASB 16 *Leases*
- AASB 1058 *Income of not-for-profit Entities*

Following the adoption of AASB 16, the Company had adopted the simplified approach and comparatives will not be restated. The other amendments listed above did not have any impact on the amounts recognised in prior years and are not expected to significantly affect the current or future years

(b) Foreign currency translation

(i) Functional and presentation currency

Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The financial statements are presented in Australian dollars (\$), which is the GI Hub's functional and presentation currency.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions.

1 Summary of significant accounting policies (continued)

(c) Grant income

Grants received from countries which have made financial commitment to the GI Hub are recognised when received or granted, at the fair value in the year to which they are referable where:

- there is a reasonable assurance that the grant will be received;
- there are no return provisions or reciprocal performance conditions to be fulfilled; and
- the Company will comply with all attached non-reciprocal or performance conditions.

(d) Interest income

Interest income is recognised using the effective interest method

(e) Income tax

The Company is a not-for-profit entity and is not subject to income tax.

(f) Impairment of assets

Intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events or changes in circumstance indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value-in-use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

(g) Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts.

(h) Trade Receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less loss allowance. Trade receivables are generally due for settlement within 30 days. They are presented as current assets unless collection is not expected for more than 12 months after the reporting date.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off by reducing the carrying amount directly. An allowance account (provision for impairment of trade receivables) is used when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default of delinquency in payments (more than 30 days overdue) are considered indicators that the trade receivable is impaired. The amount of the impairment allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. Cash flows relating to the short-term receivables are not discounted if the effect of discounting is immaterial.

1 Summary of significant accounting policies (continued)

The amount of the impairment loss is recognised in profit or loss with other expenses. When a trade receivable for which an impairment allowance had been recognised becomes uncollectible in a subsequent period, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against other expenses in profit or loss.

(i) Property, plant and equipment

All property, plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Cost may also include transfers from equity of any gains or losses on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to profit or loss during the reporting year in which they are incurred.

Depreciation is calculated using the straight-line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives or, in the case of leasehold improvements and certain leased plant and equipment, the shorter of the lease term as follows:

(i) Property, plant and equipment (continued)

The Company depreciates property, plant and equipment with a limited useful life using the straight-line method over the shorter of the life of the GI Hub or the following periods:

- Computer hardware 3 years
- Furniture fixtures and fittings 3 years
- Other plant and equipment 3 years

The asset's residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (note 1(f)).

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in profit or loss.

(j) Intangible assets

(i) Website and tool development costs

Website development costs are capitalised only if the costs can be measured reliably, the product is technically and commercially feasible, future economic benefits are probable and the Company intends to and has sufficient resources to complete development and to use or sell the asset. Otherwise, costs are recognised in profit or loss as incurred. Subsequent to initial recognition, website development costs are measured at cost less accumulated amortisation and any accumulated impairment losses.

Furthermore the website will host several tools being developed by the GI Hub in accordance with their mandate the first of which has been developed. The website currently hosts a searchable database containing a library of information relevant to stakeholders on global infrastructure.

1 Summary of significant accounting policies (continued)

(ii) Amortisation methods and useful lives

The Company amortises intangible assets with a limited useful life using the straight-line method over the shorter of the life of the GI Hub or the following periods:

- Website 3 years
- Computer software 3 years

(k) Trade and other payables

These amounts represent liabilities for goods and services provided to the Company prior to the end of financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition. Trade and other payables are presented as current liabilities unless payment is not due within 12 months from the reporting date. They are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest method.

(l) Employee benefits

(i) Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits and accumulating sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related services are recognised in respect of employees' services up to the end of reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the balance sheet.

(m) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Cash flows are presented on a gross basis. The GST component of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

(n) Lease Accounting

The Company has applied AASB 16 using the modified retrospective approach and therefore the comparative information has not been restated and continues to be reported under AASB 117 and AASB Interpretation 4. The details of accounting policies under AASB 117 and AASB Interpretation 4 are disclosed separately.

Policy from 1 July 2019

At inception of a contract, the Company assesses whether a contract is or contains a lease. A contract is, or contains, a lease if the contract convey the right to control the use of an identified asset for a period of time in exchange of consideration. To assess whether a contract conveys the right to control the use of an identifiable asset, the Company use the definition of a lease in AASB 16.

This policy applied to contracts entered into, on or after 1 July 2019.

1 Summary of significant accounting policies (continued)

As a lessee - policy from 1 July 2019

At commencement or on modification of a contract that contains a lease component, the Company allocates the consideration in the contract to each lease component on the basis of its relative stand-alone price.

The Company recognises a right-of-use asset and lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of lease liability adjusted for any lease payment made at or before the commencement date, plus any initial direct costs incurred.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. Generally, the Company uses the incremental borrowing rate as the discount rate.

The Company determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of asset leased.

Lease payments included in the measurement of the lease liability comprise of the following:

- Fixed payments
- Variable lease payments that depend on an index or rate, initially measured using the index or rate as at the commencement date;
- Lease payments in an optional renewal period if the Company is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Company is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in the future lease payments arising from a change in an index or rate, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, if the Company changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Company has elected not to recognise right-of-use assets and lease liabilities for lease of low-value assets and short-term leases. Expenses for short-term leases are recognised on a straight line basis.

1 Summary of significant accounting policies (continued)

As a lessee - policy applicable prior to 1 July 2019

Under AASB 117, payments under operating leases are recognised in profit and loss on a straight line basis over the lease term. Lease incentives are recognised as an integral part of the total lease expense, over the term of the lease.

2 Changes in accounting policies

The Company initially applied AASB 16 Leases from 1 July 2019. The Company applied AASB 16 using the modified retrospective approach, under which the cumulative effect of the initial application is recognised in retained earnings at 30 June 2019. Accordingly, the comparative information presented for fiscal year 2019 is not restated - i.e. it is presented, as previously reported, under AASB 117 and related interpretations. The details of the changes in accounting policies are disclosed below. Additionally, the disclosure requirements in AASB 16 have not generally been applied to comparative information.

Definition of a lease

Previously, the Company determined at contract inception whether an arrangement was or contained a lease under AASB Interpretation 4 *Determining whether an Arrangement contains a Lease*. The Company now assess whether a contract is or contains a lease based on the definition of a lease.

As a lessee

As a lessee, the Company leases property. The Company previously classified these property leases as operating or finance lease based on its assessment of whether the lease transferred significantly all of the risk and rewards incidental to ownership of the underlying asset to the Company. Under AASB 16, the Company recognises right-of-use assets and lease liabilities for those property leases.

At commencement or on modification of a contract that contains a lease component, the Company allocates the consideration in the contract to each lease component on the basis of its relative stand-alone price.

Lease classified as operating leases under AASB 117

Previously, the Company classified property leases as operating leases under AASB 117. On transition, for these leases, lease liabilities were measured at the present value of the remaining lease payments, discounted at the Company's incremental borrowing rates at 1 July 2019. Right-of-use assets are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments: the Company applied this

The Company has tested its right-of-use assets for impairment on the date of transition and has concluded that there is no indication that the right-of-use assets are impaired.

The Company used a number of practical expedients when applying AASB 16 to leases previously classified as operating leases under AASB 117. In particular, the Company:

- Did not reassess upon transition whether an existing contract contains a lease. The definition of a lease under IFRS 16 has been applied only to contracts entered into or changed on or after 1 July 2019;
- Did not recognise right-of-use assets and liabilities for lease of low value assets.

Impact on transition

On transition to AASB 16, the Company recognised additional right-of-use assets and additional lease liabilities, recognising the difference (if any) in retained earnings. The impact on transition is summarised below:

	01-Jul-19
Right-of-use assets- building	1,481,902
Lease Liabilities	1,481,902

2 Changes in accounting policies (continued)

The following table reconciles the differences between the non-cancellable lease commitments as disclosed in the FY19 Annual Report under AASB 117 and the lease liability recognised on transition to AASB 16.

	01-Jul-19
in the Company's financial statements	2,020,262
Less: Recognition exemption for leases of low value asset	(131,351)
Less: Impact of lease incentive not included in lease commitment	(303,789)
Add: Other	25,201
Discounted using the incremental borrowing rate at 1 July 2019	(125,421)
Lease Liability recognised as at 1 July 2019	1,484,902

The weighted average incremental borrowing rate applied is 3.1% per annum.

3 Critical estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the entity and that are believed to be reasonable under the circumstances. There are no areas involving a higher degree of judgement or complexity or areas where assumptions and estimates are significant to the financial statements.

4 Revenue

	2020	2019
	\$	\$
From continuing operations		
Government grants (a)	11,057,262	15,792,540
	11,057,262	15,792,540

(a) Government Grants

Government grants were received during the year as follows

Australia	-	5,900,000
Canada	11,057,262	5,273,149
United Kingdom	-	1,761,789
Saudi Arabia	-	1,385,205
Republic of Korea	-	675,062
People's Republic of China	-	339,852
New Zealand	-	237,483
Singapore	-	220,000
	11,057,262	15,792,540

(b) Disaggregation of revenue from contracts with customers

The Company derives its revenues from the transfer of goods and services at a point in time.

Global Infrastructure Hub Ltd
Notes to the financial statements
30 June 2020
(continued)

5 Expenses

	2020 \$	2019 \$
<i>Depreciation</i>		
Computer hardware	22,304	42,815
Furniture fixtures and fittings	15,287	211,266
Other property, plant and equipment	-	15,141
Total depreciation	<u>37,591</u>	<u>269,222</u>
<i>Amortisation</i>		
Website and tool development costs	535,759	268,564
Computer software	22,571	433,071
Total amortisation	<u>558,330</u>	<u>701,635</u>
Total depreciation and amortisation	<u>595,921</u>	<u>970,857</u>
<i>Net finance (income)/expenses</i>		
Interest received	(32,471)	(210,380)
Interest and finance charges paid	14,268	6,463
Lease interest paid	45,981	-
	<u>27,778</u>	<u>(203,917)</u>

6 Cash and cash equivalents

	2020 \$	2019 \$
Current assets		
Cash at bank and in hand	6,293,562	7,198,464
Deposits at call	400,000	6,550,000
	<u>6,693,562</u>	<u>13,748,464</u>

7 Trade and other receivables

	2020			2019		
	Current	Non-current	Total	Current	Non-current	Total
	\$	\$	\$	\$	\$	\$
Trade receivables	14,765	-	14,765	14,765	-	14,765
Other receivables	303,086	-	303,086	181,624	-	181,624
Prepayment	83,748	-	83,748	74,942	-	74,942
	<u>401,599</u>	<u>-</u>	<u>401,599</u>	<u>271,331</u>	<u>-</u>	<u>271,331</u>

Global Infrastructure Hub Ltd
Notes to the financial statements
30 June 2020
(continued)

8 Property, plant and equipment

	Computer Hardware	Furniture fixtures and fittings	Other property, plant and equipment	Total
At 1 July 2018				
Cost	183,041	1,203,917	105,990	1,492,948
Accumulated depreciation	(141,916)	(992,711)	(90,849)	(1,225,476)
Net book amount	41,125	211,206	15,141	267,472
Year ended 30 June 2019				
Opening net book amount	41,125	211,206	15,141	267,472
Additions	68,409	304	-	68,713
Depreciation charge	(42,815)	(211,266)	(15,141)	(269,222)
Closing net book amount	66,719	244	-	66,963
	Computer Hardware	Furniture fixtures and fittings	Other property, plant and equipment	Total
	\$	\$	\$	\$
At 30 June 2019				
Cost	251,450	1,204,221	105,990	1,561,661
Accumulated depreciation	(184,731)	(1,203,977)	(105,990)	(1,494,698)
Net book amount	66,719	244	-	66,963
Year ended 30 June 2020				
Opening net book amount	66,719	244	-	66,963
Additions	20,766	126,441	-	147,207
Depreciation charge	(22,304)	(15,287)	-	(37,591)
Closing net book amount	65,181	111,398	-	176,579
At 30 June 2020				
Cost	272,216	1,330,662	105,990	1,708,868
Accumulated Depreciation	(207,035)	(1,219,264)	(105,990)	(1,532,289)
Net book amount	65,181	111,398	-	176,579

Global Infrastructure Hub Ltd
Notes to the financial statements
30 June 2020
(continued)

9 Intangible assets

	Intangible under development	Website and tool development costs	Computer software	Total
	\$	\$	\$	\$
At 01 July 2018				
Cost	823,119	199,166	964,535	1,986,820
Accumulated depreciation	-	(91,213)	(581,808)	(673,021)
Net book amount	823,119	107,953	382,727	1,313,799
Year ended 30 June 2019				
Opening net book amount	823,119	107,953	382,727	1,313,799
Additions	799,330	66,806	131,113	997,249
Transfers	(1,073,722)	1,056,950	16,772	-
Amortisation Charge	-	(268,564)	(433,071)	(701,635)
Closing net book amount	548,727	963,145	97,541	1,609,413
At 30 June 2019				
Cost	548,727	1,322,922	1,112,420	2,984,069
Accumulated Depreciation	-	(359,777)	(1,014,879)	(1,374,656)
Net book amount	548,727	963,145	97,541	1,609,413
Year ended 30 June 2020				
Opening net book amount	548,727	963,145	97,541	1,609,413
Additions	1,249,551	1,882,959	-	3,132,510
Transfers	(548,727)	548,727	-	-
Amortisation Charge	-	(535,759)	(22,571)	(558,330)
Closing net book amount	1,249,551	2,859,072	74,970	4,183,593
At 30 June 2020				
Cost	1,249,551	3,754,608	1,112,420	6,116,579
Accumulated Depreciation	-	(895,536)	(1,037,450)	(1,932,986)
Net book amount	1,249,551	2,859,072	74,970	4,183,593

10 Trade and other payables

	Current	2020 Non- current	Total	2019 Current	Non-current	Total
	\$	\$	\$	\$	\$	\$
Trade payables	650,312	-	650,312	88,092	-	88,092
Accrued expenses	244,236	-	244,236	348,397	-	348,397
Payroll tax and other statutory liabilities	-	-	-	-	-	-
Other payables	20,579	-	20,579	63,456	-	63,456
	915,127	-	915,127	499,945	-	499,945

Global Infrastructure Hub Ltd
Notes to the financial statements
30 June 2020
(continued)

11 Employee benefit obligations

	2020			2019		
	Current	Non-	Total	Current	Non-current	Total
	\$	\$	\$	\$	\$	\$
Leave obligations (a)	226,433	-	226,433	244,283	-	244,283
Superannuation payable	167,925	-	167,925	114,039	-	114,039
	394,358	-	394,358	358,322	-	358,322

(a) Leave obligations

The leave obligations cover the Company's liability for annual leave.

The current portion of this liability includes all of the accrued annual leave and personal/carers leave. The entire amount of the provision of \$226,433 (2019: \$244,283) is presented as current, since the Company does not have an unconditional right to defer settlement for any of these obligations.

12 Retained Surplus

Movements in retained surplus were as follows:	2020	2019
	\$	\$
Balance 1 July	14,837,904	10,694,686
Net surplus/(deficit) for the year	(4,723,348)	4,143,218
Balance 30 June	10,114,556	14,837,904

13 Remuneration of auditor

During the year the following fees were paid or payable for services provided by the auditor of the entity, its related practices and non-related audit firms:

(a) KPMG

(i) Audit and other assurance services

	2020	2019
	\$	\$
<i>Audit and other assurance services</i>		
Audit and review of financial statements	45,000	35,000
Total remuneration for audit and other assurance services	45,000	35,000
<i>Other services</i>		
Consulting services	12,369	157,040
Total remuneration for other services	12,369	157,040
Total remuneration of KPMG Australia	57,369	192,040

14 Contingent liabilities and contingent assets

The Company had no contingent liabilities or assets at 30 June 2020 (2019: Nil).

Global Infrastructure Hub Ltd
Notes to the financial statements
30 June 2020
(continued)

15 Cash flow information

Reconciliation of surplus for the year to net cash inflow from operating activities

	2020	2019
	\$	\$
Surplus for the year	(4,723,348)	4,143,218
Depreciation and amortisation	595,921	970,857
Depreciation (Leases)	485,943	-
Interest and finance charges paid	14,268	6,463
Interest received	(42,510)	(223,927)
Change in operating assets and liabilities:		
Decrease/(increase) in trade and other receivables	(130,268)	3,560,221
(Decrease)/increase in trade and other payables	415,182	(208,895)
(Decrease)/increase in deferred income	-	(3,400,000)
(Decrease)/increase in employee benefit obligations	36,036	(290,434)
Net cash inflow/(outflow) from operating activities	(3,348,776)	4,557,503

16 Leases as lessee

The Company leases property for Sydney and Toronto office. The current leases expires on December 2022. Right-of-use assets related to lease properties are presented below:

	Building
Balance at 1 July 2019	1,481,902
Depreciation charge for the year	(485,943)
Additions to right-of-use assets	297,078
Balance at 30 June 2020	<u>1,293,037</u>
Amount recognised in profit or loss, for the year ended 30 June 2020	485,943
Interest on lease liabilities	45,981
Expenses related to short-term leases	-
Amount recognised in statement of cash flows	
Total cash outflows for leases	500,632

At 30 June 2020, the contractual maturities of lease liabilities are as follows:

	30-Jun-20
<1 year	503,566
1 - 2 years	561,044
2 - 5 years	277,920
More than 5 years	-

17 Events occurring after the reporting period

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors of the Company, to affect significantly the operations of the Company, the result of those operations, or the state of affairs of the Company, in future financial years.

Global Infrastructure Hub Ltd

Directors' declaration

30 June 2020

As stated in note 1(a) to the financial statements, in the directors' opinion, the Company is not a reporting entity because there are no users dependent on general purpose financial reports. This is a special purpose financial report that has been prepared to meet *Corporations Act 2001* requirements.

The financial report has been prepared in accordance with Accounting Standards and mandatory professional reporting requirements to the extent described in note 1.

In the directors' opinion:

- (a) the financial statements and notes set out on pages 38 to 55 are in accordance with the Corporations Act 2001, including:
 - (i) complying with Accounting Standards, the Corporations Regulations 2001 and the other mandatory professional reporting requirements, and
 - (ii) giving a true and fair view of the entity's financial position as at 30 June 2020 and of its performance for the year ended on that date, and
- (b) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable

This declaration is made in accordance with a resolution of directors



Robert Milliner
Director

Melbourne
20th October 2020

Appendix 3: Independent Auditor's Report



Independent Auditor's Report

To the shareholders of Global Infrastructure Hub Ltd

Opinion

We have audited the **Financial Report** of Global Infrastructure Hub Ltd (the Company).

In our opinion, the accompanying Financial Report of the Company is in accordance with the *Corporations Act 2001*, including:

- giving a true and fair view of the Company's financial position as at 30 June 2020 and of its financial performance for the year ended on that date; and
- complying with *Australian Accounting Standards* to the extent described in Note 1 and the *Corporations Regulations 2001*.

The **Financial Report** comprises:

- Balance Sheet as at 30 June 2020;
- Statement of Comprehensive Income, Statement of Changes in Equity, and Statement of Cash Flows for the year then ended;
- Notes including a summary of significant accounting policies; and
- Directors' Declaration.

Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Company in accordance with the *Corporations Act 2001* and the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with the Code.

Emphasis of matter – basis of preparation and restriction on use

We draw attention to Note 1 to the Financial Report, which describes the basis of preparation.

The Financial Report has been prepared for the purpose of fulfilling the Directors' financial reporting responsibilities under the *Corporations Act 2001*. As a result, the Financial Report and this Auditor's Report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Our report is intended solely for the shareholders of Global Infrastructure Hub Ltd and should not be used by parties other than the shareholders of Global Infrastructure Hub Ltd. We disclaim any assumption of responsibility for any reliance on this report, or on the Financial Report to which it relates, to any person other than the shareholders of Global Infrastructure Hub Ltd or for any other purpose than that for which it was prepared.

Other Information

Other Information is financial and non-financial information in Global Infrastructure Hub Ltd's annual reporting which is provided in addition to the Financial Reports and the Auditor's Report. The Directors are responsible for the Other Information.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- preparing the Financial Report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the Financial Report is appropriate to meet the requirements of the *Corporations Act 2001* and is appropriate to meet the needs of the shareholders;
- implementing necessary internal control to enable the preparation of a Financial Report that gives a true and fair view and is free from material misstatement, whether due to fraud or error; and
- assessing the Company's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audits of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our Auditor's Report.



KPMG



Kevin Leighton
Partner
Sydney

20 October 2020