



# COMMONWEALTH GAMES AUSTRALIA

## NOTICE OF 2026 ANNUAL GENERAL MEETING

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Notice is hereby given that the 2026 Annual General Meeting (AGM) of members of Commonwealth Games Australia Limited (CGA) ACN 629 915 448 will be held on the date, time and place specified below.

All information and papers regarding the CGA Annual General Meeting are distributed to members electronically and are available on CGA's website. Should any member require a hard copy of the meeting papers, please contact the CGA office on (03) 9453 9300 prior to Thursday, 14 May 2026.

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**Date & Time:** Friday 22 May 2026 at 10:00am

**Venue:** Ballroom 1, Four Seasons Hotel Sydney  
199 George Street, Sydney NSW 2000

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## AGENDA

1. Call to Order and Acknowledgement of Country
2. Welcome by Ben Houston, President - Commonwealth Games Australia Limited (CGA)
3. Minutes of the Annual General Meeting held 30 May 2025 – *Attachment 1*  
To confirm the Minutes of CGA's Annual General Meeting held on 30 May 2025.
4. Address - Dr Donald Rukare, President - Commonwealth Sport
5. Glasgow 2026 Commonwealth Games
  - a) Presentation – Phil Batty OBE, Chief Executive Officer – Glasgow 2026 Limited
  - b) Presentation – Petria Thomas OAM, Chef de Mission – Glasgow 2026 Commonwealth Games Team
6. CGA President's Address
7. Annual Report and Financial Statements – *Attachment 2*

Presentation of the 2025 Annual Report, the Financial Statements for the financial year of 1 January 2025 to 31 December 2025 and the Independent Auditors' Report thereon by Craig Phillips AM, the Chief Executive Officer of CGA.

## 8. Confirmation of Elected Director Casual Vacancy appointment – Attachment 3

The Board confirms that Duncan Free OAM resigned as an Elected Director and in doing so created a casual vacancy on the Board. In accordance with Parts 9.8(a) and 9.8(b), the Board filled the casual vacancy Elected Director position created by Duncan Free's resignation with Dr Helen Nott.

Helen Nott's CV and relevant information is set out in Attachment 3.

Pursuant to Part 9.8(c) of the constitution of CGA, Helen Nott's position as an Elected Director must be confirmed by ordinary resolution at the AGM.

Upon Helen Nott's confirmation as an Elected Director for the casual vacancy created by Duncan Free's resignation by the Voting Members (being both Sport Members and State Division Members), Helen Nott will hold office as an Elected Director until the end of the 2028 AGM, being the end of the term for which Duncan Free OAM was elected in the position as Elected Director.

To consider and, if thought fit, to pass the following resolution as an ordinary resolution:

*'The members resolve that the casual vacancy of the Elected Director position on the Board created by Duncan Free's resignation as filled by the Board with Helen Nott be confirmed.'*

Please refer to the explanatory memorandum at Attachment 3 for further information in relation to this item.

## 9. Life Membership – Attachment 4

To consider and, if thought fit, to pass the following resolution as a special resolution:

*'The members resolve, as a special resolution, that Grant Harrison be conferred with Life Membership of Commonwealth Games Australia Limited under Part 4.2(d) of the constitution.'*

In accordance with Part 4.2(d)(ii) of the constitution of CGA, a special resolution is required to confer Life Membership of CGA. For a special resolution to be valid, the resolution must be passed by at least 75% of the votes cast by members in attendance at the meeting entitled to vote.

Please refer to the explanatory memorandum at Attachment 4 for further information in relation to this item.

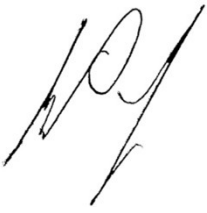
## Appointment of Member Delegates

A Member Delegate is a natural person who has been appointed as a delegate by a Voting Member to attend General Meetings and vote on the Voting Member's behalf either at a General Meeting or on a circular resolution of Members.

If a Voting Member (being Sport Members and State Division Members) has not yet appointed its Member Delegate(s) (i.e., a proxy), the Voting Member can do so now. Please contact CGA's Executive & Office Manager, Maria Cabeliza, on (03) 9453 9300 or [maria.cabeliza@commonwealthgames.com.au](mailto:maria.cabeliza@commonwealthgames.com.au) prior to 10:00am on Thursday, 14 May 2026 to obtain, complete and return a Member Delegate (i.e., proxy) appointment form to CGA. Maria will also facilitate any travel arrangements required.

Please note that:

1. Members that are entitled to attend and vote at the AGM (being Sport Members and State Division Members) are entitled to appoint Member Delegate(s) (i.e., a proxy).
2. Sport Members may appoint up to two Member Delegates (i.e., proxies) who may cast in aggregate, two votes.
3. State Division Members may appoint one Member Delegate each (i.e., proxies) who may cast one vote.
4. A Member Delegate must attend the AGM in person to exercise their vote.
5. In accordance with Part 6.6 of the constitution of CGA, if a Voting Member owes CGA membership fees that are more than 90 days overdue, they shall not be entitled to vote and shall not be entitled to representation at the AGM until all such fees and other monies due and payable are paid in full.

A handwritten signature in black ink, appearing to read 'C. Phillips', written in a cursive style.

CRAIG PHILLIPS AM  
Chief Executive Officer  
Joint Company Secretary  
1 May 2026



# Minutes of the Annual General Meeting of Commonwealth Games Australia Limited

ACN 629 915 448

Friday 30 May, 2025

Freshwater Ballroom 1 & 2, Novotel Sydney Olympic Park  
11A Olympic Boulevard, Sydney Olympic Park

## ATTENDEES

### DIRECTORS

Ben Houston (President & Chair)	Grant Harrison (Vice President)
Luke Casey-Leigh	Kate Corkery
Marlene Elliott	Jayne Ferguson
David Mandel	Steve Moneghetti AM (CGA Life Member)

### JOINT COMPANY SECRETARY

Craig Phillips AM (CGA CEO)

### SPORT MEMBERS (VOTING DELEGATES \*DENOTES 2 VOTES)

Athletics Australia	Jane Flemming OAM OLY	Simon Hollingsworth OLY
Australian Weightlifting Federation	*Ian Moir	-
AusCycling	*Anne Gripper	-
AusTriathlon	Tim Harradine	Paul Stevens
Badminton Australia	Julie McDonald	Tjitte Weistra
Basketball Australia	*Jason Smith OLY	-
Bowls Australia	Iain Evans	Matthew Kennedy
Boxing Australia	Phillip Goodes	Dinah Glykidis
Cricket Australia	*Brett Wood	-
Diving Australia	Hayden Collins	Alex Newton
Gymnastics Australia	Sam Offord	Alistair Edgar
Hockey Australia	*David Thompson	-
Judo Australia	Simon Read	Phillip McDermott
Netball Australia	Liz Ellis OAM	Stacey West
Paralympics Australia	*Michael Bushell AM	-
Rugby Australia	*Ben Whitaker	-
Shooting Australia	*Adam Sachs	-
Squash Australia	Matt Schmidt	Robert Donaghue
Swimming Australia	Iain Melhuish	Rob Woodhouse
Table Tennis Australia	*Maggie Roberts	-
Volleyball Australia	*Andrew Dee	-
Wrestling Australia	*Uldis Rudevics	-

### STATE DIVISION MEMBERS

New South Wales  
South Australia  
Western Australia  
Tasmania  
Victoria

### VOTING

Peter Tate  
Joe Stevens OAM  
Ross Willox  
Brendan Hanigan  
-

### NON-VOTING

Michael O'Mara  
-  
Olivia Birkett  
-  
Chris Flynn

### ASSOCIATE MEMBERS (NON-VOTING DELEGATES)

Archery Australia	Robert Fiddymont	Peter Bromley
Rowing Australia	Sarah Cook OLY	-

### LIFE MEMBERS (NON-VOTING DELEGATES)

Valerie Beddoe AM	Dr Grace Bryant OAM
Perry Crosswhite AM	Don Stockins OAM
Ian Hanson OAM	Petria Thomas OAM
Sue Taylor AM	

## ATTENDEES (CONT'D)

### LIFE MEMBER NOMINEE (NON-VOTING DELEGATE)

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Kurt Fearnley AO PLY

### AUDITORS / SCRUTINEERS (PricewaterhouseCoopers)

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PwC, Assurance Director

Josh Smith

### CGA STAFF

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GM Team Performance & Delivery

Robin O'Neill

GM Marketing, Communications & Community

Cody Lynch

Senior Manager People & Culture

Denise Passmore

Stakeholder & International Relations Manager

Kylie Peake

Alumni & Community Engagement Manager

Ali Cole

Communications & Digital Manager

Zoe Lorenzin

Finance Manager

Liz Taylor

Executive & Office Manager

Maria Cabeliza

Team Performance Officer

Tyler Parker

Commonwealth Sport eqUIP Intern

Renae Jones

### CGA SUB-COMMITTEE MEMBERS

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2026 Australian Games Team, Chef de Mission

Petria Thomas OAM

2026 Australian Games Team, Deputy Chef de Mission

Damian Brown OLY

ACGF/CGA Finance, Risk & Audit Committee, Member

Sally Freeman

CGA Athletes Advisory Group, Co-Chair

Greg Hire

CGA Athletes Advisory Group, Co-Chair

Anabelle Smith OLY

CGA Athletes Advisory Group, Member

Chris McHugh

### OBSERVERS & SPECIAL GUESTS

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Commonwealth Sport, Commercial Director

Sharon Van Gulik

Commonwealth Sport, Regional Development Manager

Mel Cooper OLY

CGA, Operations Advisor

Lisa Sams

Morgan Stanley, Executive Director

Nick Batrouney

Morgan Stanley, Senior Group Advisor

Arjang Taylor

National Sports Tribunal, CEO

Michelle Gallen

National Sports Tribunal, Deputy CEO

Glenn Turnor

Paralympics Australia, Vice President

Grant Mizens OAM PLY

SportFive, Managing Director

Damien Moston

SportFive, Director - Strategy

Luke Cusack

Thomson Geer Lawyers, Special Counsel

Lisa Marcus

## 1. Call to Order and Acknowledgement of Country

The CEO called the meeting to order at 10:03am, welcoming all guests in attendance. He invited the President to present the Acknowledgement of Country.

The President acknowledged the Traditional Owners of the lands the meeting is being held on, being the Wangal People of the Eora nation, and to any Aboriginal and Torres-Strait Islanders participating in the meeting, and he paid respect to their Elders past, present and emerging.

## 2. CGA Reconciliation Action Plan Launch

The President introduced and launched CGA's Innovate Reconciliation Action Plan (RAP) and acknowledged the significant contribution of CGA's Reconciliation Action Plan Advisory Group, chaired by Mr Kyle Vander-Kuyp.

He highlighted this as a key milestone in CGA's reconciliation journey, emphasising that the RAP is not merely a document but a roadmap and a commitment to walk alongside Aboriginal and Torres Strait Islander peoples with respect, purpose and pride.

He noted a key feature of the Innovate RAP which included a new series of digital artworks by artist Chern'ee Sutton, symbolising CGA's values of inclusiveness, integrity, excellence and respect.

The President expressed gratitude to Aboriginal and Torres Strait Islander athletes, leaders and communities for their guidance, and acknowledged the efforts of the RAP Advisory Group, CGA Board, Athlete Advisory Group and staff.

Copies of the Innovate RAP were circulated to members during the meeting.

### 3. Welcome by President

The President welcomed all to the meeting. He declared that all requirements of the Corporations Act had been met regarding the meeting and a quorum had been reached, with the meeting thereby being a valid and binding meeting of Commonwealth Games Australia Limited.

The President welcomed Life Members in attendance, Ms Valerie Beddoe AM, Dr Grace Bryant OAM, Mr Ian Hanson OAM, Mr Steve Moneghetti AM, Mr Don Stockins OAM, Ms Sue Taylor AM, Ms Petria Thomas OAM, and 2025 Life Member nominee Mr Kurt Fearnley AO PLY.

In addition, he acknowledged special guests:

- Michael Bushell AM, Vice President of Paralympics Australia
- Grant Mizens OAM PLY, Vice President of Paralympics Australia
- Dr Michelle Gallen, CEO of the National Sports Tribunal
- Damian Brown OLY, CGA 2026 Team Executive member and Deputy Chef de Mission
- Lisa Marcus, Special Counsel from Thomson Geer Lawyers
- Damien Moston, Managing Director Aus/NZ of SportFive
- Mel Cooper OLY, Regional Development Manager of Commonwealth Games Federation
- Josh Smith, Assurance Director from PwC and scrutineer.

The President welcomed all Sport Member delegates, Associate members, State Division representatives, CGA Directors and Staff present.

### APOLOGIES

The President advised that apologies for the meeting had been received from the people as listed on the screen, being:

### DIGNITARIES

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Governor-General of the Commonwealth of Australia	Her Excellency the Hon. Sam Mostyn AC
Minister for Sport	The Hon. Anika Wells MP
Shadow Minister for Sport	Senator the Hon. Anne Ruston

### SPORT MEMBERS (VOTING DELEGATES)

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AusCycling, Chair	Craig Bingham
AusCycling, CEO	Marne Fechner
Basketball Australia, Chairman	John Carey
Basketball Australia, CEO	Matt Scriven
Cricket Australia, Chair	Mike Baird AO
Cricket Australia, CEO	Todd Greenberg
Hockey Australia, President	Ross Sudano
Hockey Australia, CEO	David Pryles
Paralympics Australia, President	Alison Creagh AM CSC
Paralympics Australia, CEO	Cam Murray
Rugby Australia, Chair	Daniel Herbert
Rugby Australia, CEO	Phil Waugh

## SPORT MEMBERS (VOTING DELEGATES) *CONTINUED*

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Swimming Australia, President	Chris Fydler OAM OLY
Table Tennis Australia, President	Graham Symons
Table Tennis Australia, CEO	Nicole Adamson
Volleyball Australia, Chairman	Craig Carracher AM
Australian Weightlifting Federation, President	Sam Coffa AM JP

## STATE DIVISION MEMBERS

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TAS State Division, Secretary	Mandy McIntyre
WA State Division, President	Sam Castiglione

## ASSOCIATE MEMBERS (NON-VOTING DELEGATES)

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Rowing Australia	Stephen Donnelley	-
Golf Australia	Peter Margin	James Sutherland

## LIFE MEMBERS

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Peter Anderson OAM	Valerie Beddoe AM
Rhonda Cator	Sam Coffa AM JP
Peter Duras AM	Ray Godkin OAM
Dr Peter Harcourt AM	Marjorie Jackson-Nelson AC CVO

## CGA STAFF

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GM Corporate & Joint Company Secretary	Dianne O'Neill
Team Planning & Delivery Manager	Leigh Sherman

## IN MEMORIAM

The President noted with sadness the Commonwealth Games family members who had passed away in the last year. A video tribute was presented that included:

### Commonwealth Games Athletes and Representatives:

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Dianne Burge OAM	Athletics – Kingston 1966 – Triple Gold medallist
Neil Favell	Shooting – Edinburgh 1986 – Silver medallist
Janet Hogan Rees	Swimming – Perth 1962 – Team Member
Dr Jean Roberts	Athletics – Perth 1962, Kingston 1966, Edinburgh 1970, Christchurch 1974 – Triple Silver and Dual Bronze Medallist
Dennis Tipping	Athletics – Perth 1962 – Team Member
Kevan Gosper AO	Athletics – Vancouver 1954, Cardiff 1958 – Gold and Triple Bronze medallist
Francis O'Neill	Swimming – Auckland 1950 – Dual Silver medallist
Stanley Golinski	Shooting – Edinburgh 1986 – Gold and Silver medallist

### Australian Sport Acknowledgments:

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Ken 'Reggie' Tucker	Cycling – Coach, Edmonton 1978 and Brisbane 1982
Leonard 'Roy' Boyd OAM	Athletics – Coach, Victoria 1994
Ian Williams	Secretary – CGA Victorian State Division
Sam Landsberger	Journalist
Paul Hallam	Athletics – Coach, Melbourne 2006 – women's 4 x 100m relay Bronze
Jacqueline Byrnes OAM	Athletics – Coach, Kuala Lumpur 1998
Arnold O'Brien OAM	Bowls – Life Member
Frances Crampton AM	Gymnastics – Five Commonwealth Games (team manager, coach, judge, television commentator and production manager) and Life Member
Phillip Brain	Judo – Life Member
Neale Fraser AO MBE	SAHOF Member and Chair
Sir Donald Trescowthick AC KBE	SAHOF Member and Australian Olympic Committee Life Member

#### 4. Minutes of the General Meeting held 5 December 2024

The President tabled the Minutes from the General Meeting held 5 December 2024, which were circulated to all Members via email with the Notice of Meeting as attachment 1 on 9 May 2025.

The President sought any comments or amendments from the members regarding the Minutes and there were none forthcoming.

It was resolved that the Minutes from the 2024 General Meeting of Commonwealth Games Australia Limited as circulated, be adopted as a true and correct record of the meeting.

MOVED:	Phil Goodes	Boxing Australia - President
SECONDED:	Adam Sachs	Shooting Australia - CEO

The President approved for his electronic signature be affixed to the Minutes.

#### 5. Presentation by Glasgow 2026 Commonwealth Games Team Chef de Mission Petria Thomas OAM

The President invited the Chef de Mission to present her report.

Ms Thomas presented her report which is annexed to the Minutes as Attachment A.

There were no questions to Ms Thomas' report.

The President thanked Ms Thomas for her report and her continued strong leadership of the Team.

#### 6. President's Address

The President, Mr Ben Houston, presented his report. The report is annexed to the Minutes as Attachment B. There were no questions to the President's report.

It was resolved that the President's report be received and adopted.

MOVED:	Peter Tate	CGA NSW Division - CEO
SECONDED:	Paul Stevens	AusTriathlon - President

#### 7. Annual Report and Financial Statements

The President advised that a digital copy of CGA's latest Annual Report was emailed to all Members with the Notice of Meeting on 9 May 2025 as attachment 2, and hard copies were provided on each table.

The President introduced CGA CEO Mr Craig Phillips AM, to present the 2024 Annual Report, including CGA's Financial Statements for the year ending 31 December 2024.

The CEO asked that the Annual Report, Financial Statements and Independent Auditor's Report thereon for the year ended 31 December 2024 be taken as read as they have already been distributed to Members in accordance with the constitution. The CEO then presented his report which is annexed to the Minutes as Attachment C.

#### FINANCIAL STATEMENTS

When concluding his report, the CEO advised Members that independent auditors PwC reported that, in their opinion, on page 59 of the Annual Report:

*"The accompanying financial report of Commonwealth Games Australia Limited (the Company) is in accordance with the Corporations Act 2001, including:*

- (a) *giving a true and fair view of the Company's financial position as at 31 December 2024 and of its financial performance for the year then ended*
- (b) *complying with Australian Accounting Standards to the extent described in Note 1 and the Corporations Regulations 2001."*

The CEO also referenced the Notes to the Financial Statements on pages 45 through 57 of the Annual Report.

The CEO commended the Annual Report to the Members, including the Financial Statements and independent auditor's report thereon and proposed them for adoption.

The President thanked the CEO and asked if there were any questions regarding the Annual Report and Financial Statements. There were no questions forthcoming.

It was resolved that the Annual Report and 2024 Financial Statements be received and adopted.

MOVED:	Paul Stevens	AusTriathlon – President
SECONDED:	Alistair Edgar	Gymnastics Australia – CEO

## 8. Elections

### A. Elected Directors – 2 positions

The President advised that two directors had terms expiring at the conclusion of the 2025 Annual General Meeting, being Ms Marlene Elliott and Mr David Mandel.

He confirmed that nominations were called for by the Company Secretaries as per Part 9.3 of the CGA constitution and two eligible nominations were received from the incumbents.

The President stated that as the number of eligible candidates nominated for election is equal to the number of vacancies, the two nominees may be elected without any ballot required. In accordance with Part 7.14 (c) of the CGA constitution, a resolution will be put to the meeting to confirm each nominee.

The President confirmed that, in accordance with Part 7.11 (a) of the constitution, each resolution would be determined by show of hands, with voting Delegates using the paddles provided at registration. A simple majority is required for the resolution to be passed.

The President outlined the voting process, noting that eligibility to vote as per Part 4.4 of the Constitution included two representatives from each Sport Member and one from each State Division. He confirmed that recent changes to the constitution now allows for one Sport Member voting delegate to cast the two votes on behalf of that Member. He confirmed that there were 48 votes to be cast, via the raising of a paddle that would have been received by voting delegates on signing in to the meeting.

There being no questions from the delegates regarding the voting process, the President invited delegates to move a motion to appoint Mr Josh Smith from PwC as scrutineer for the elections.

MOVED:	Paul Stevens	AusTriathlon – President
SECONDED:	Tjitte Weistra	Badminton Australia – CEO

The President then asked all voting Delegates in favour of the following resolution to raise their paddles:

*"The members resolve that Ms Marlene Elliott be and is elected as Elected Director of Commonwealth Games Australia Limited".*

The scrutineer conducted a count of the votes in favour of the resolution, and the President declared the resolution had been passed unanimously.

He congratulated Ms Elliott on her re-election as a Director of Commonwealth Games Australia for another four-year term.

The President then moved to the second resolution and asked all voting Delegates in favour of the following resolution to raise their paddles:

*"The members resolve that Mr David Mandel be and is elected as Elected Director of Commonwealth Games Australia Limited".*

The scrutineer conducted a count of the votes in favour of the resolution, and the President declared the resolution had been passed unanimously.

He congratulated Mr Mandel on his re-election as a Director of Commonwealth Games Australia for another four-year term.

The President welcomed both Ms Elliott and Mr Mandel back to the Board and thanked them for the invaluable contribution over the past four years.

## 9. Confirmation of Elected Director Casual Vacancy appointment

The President referred to attachment 4 circulated with the Notice of Meeting and advised that the resignation last year of Mrs Leeanne Grantham from her position as an Elected Director created a casual vacancy. In accordance with Parts 9.8(a) and 9.8(b) of the constitution, the Board appointed Ms Kate Corkery to fill the position.

The President referred to Part 9.8(c) of the CGA Constitution, noting that Ms Corkery's appointment as an Elected Director must be ratified by ordinary resolution at the next AGM. Subject to confirmation by the voting members, Ms Corkery would serve as an Elected Director to complete the remainder of the term originally held by Mrs Grantham, which is until the conclusion of the 2027 AGM.

There being no questions from the delegates, the President asked all voting Delegates in favour of the following resolution to raise their paddles:

*"The members resolve that the casual vacancy of the Elected Director position on the Board created by Mrs Leeanne Grantham's resignation as filled by the Board with Ms Kate Corkery be confirmed."*

The scrutineer conducted a count of the voting delegates in favour of the resolution, and the President declared the resolution had been passed unanimously. He congratulated Ms Corkery on the confirmation of her appointment as an Elected Director.

The President referred to the second casual vacancy position to be filled on the Board due to the resignation of Mr Duncan Free OAM in February. He advised that the Board is currently finalising the selection criteria and will be seeking to fill it as soon as practicable after this AGM.

## 10. Life Membership

The President introduced the final item on the agenda, being the presentation of Life Membership. He noted that the CGA Heritage & Awards Committee recommended one well regarded individual who had "rendered exceptional service" to CGA as per the criteria in Part 4.2 (d) i. of the constitution. He noted that the recommendation was endorsed by the Board at its March meeting.

He advised that according to Part 4.2 (d) ii. of the Constitution, a special resolution is required to approve Life Membership of Commonwealth Games Australia. The resolution must be passed by at least 75% of the votes cast by Members eligible to vote at the meeting. He confirmed that this requires 36 votes to be cast in favour of the resolution.

The President introduced nominee, Mr Kurt Fearnley AO PLY. He read his citation (as per Attachment D) and on behalf of the CGA Board, commended his nomination for Life Membership of CGA.

The President sought the Members' approval by special resolution, and asked all voting delegates in favour of the following resolution to raise their paddles:

*"The Members resolve, as a special resolution, that Mr Kurt Fearnley AO PLY be conferred with Life Membership of Commonwealth Games Australia Limited under Part 4.2 (d) of the Constitution."*

The scrutineer conducted a count of the voting delegates in favour of the resolution, and the President declared that the special resolution had been passed unanimously to confer Life Membership of CGA on Mr Kurt Fearnley AO PLY. The meeting responded with acclamation and the President congratulated Mr Fearnley, inviting him to the stage to accept his award.

Mr Fearnley reflected on his childhood in regional NSW, highlighting the positive influence sport has had on his life and athletic career. He spoke passionately about his commitment to sport, the para-athlete community and broader Commonwealth Games movement.

He expressed his appreciation to CGA's Members and fellow Life Members for their support and endorsement. Mr Fearnley extended his acknowledgment to the CGA Board, particularly the Heritage & Awards Committee, for honouring him with the award.

There being no further items of business on the agenda, the President thanked everyone for their attendance and support of CGA over the past year. He then declared the meeting closed at 10:58am.

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Ben Houston  
PRESIDENT

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Date

## ATTACHMENT A – CHEF DE MISSION ADDRESS

I am honoured to be returning as Chef de Mission for the Glasgow 2026 Commonwealth Games. I am confident that this new look model for delivery will be an outstanding celebration of sporting excellence, culture and the Commonwealth family.

I'd also like to take this opportunity to acknowledge that not all of you will be joining us in Glasgow next year. This is an adjustment, but I am confident in Commonwealth Games Australia and its ability to advocate for the Commonwealth Sport family holistically, irrespective of Games program inclusion.

Glasgow 2026 features a 10-sport program, with the Games to begin on 23 July 2026. The included sports will compete across four precincts, with the footprint no more than 15 kilometres end-to-end.

The compact nature of the Games ensure it will be an outstanding atmosphere for athletes, coaches, team officials and family and friends making the journey.

Importantly for Australia, we know that 82% of medals won at Birmingham 2022 will again be available.

This supports our aspirations to be:

- The top nation on the medal tally.
- The winner of the most medals, across the most sports.
- The nation with the most athletes as medallists.

We also want the Games experience to be one of life's best for all team members and our planning is built around delivering upon this goal.

It was pleasing to see the announcement of the Seven Network as broadcast partner for the 2026 Commonwealth Games, as well as 2030, earlier this month. The ability to build the profile of our Australian Team and its athletes can only be achieved through free-to-air broadcasting.

I was also thrilled to see Valour announced as an Official Partner on Monday, building upon the outstanding work they did to deliver the uniforms for the Trinbago 2023 Commonwealth Youth Games.

These two commercial partnerships are but the tip of the iceberg in how we will collaborate to deliver the Australian Team experience.

Our work with Sport Integrity Australia has begun to ensure safeguarding and wellbeing, we are working with the National Sports Tribunal to deliver seamless nomination and selection processes.

Our continued relationship with the sports system of national sporting organisations, the Australian Olympic and Paralympic Committees and the network of sports institute and state academies provides us with an outstanding ability to draw upon their knowledge and resources in delivering our headquarters, performance healthcare, recovery and logistics.

We have also signed an exclusive agreement with a Glasgow hotel to ensure a home away from home for our Team, their family and friends and the broader Commonwealth sport family.

An integral part of our preparations will be the design of a journey map for team members, detailing their engagement with the Australian Commonwealth Games Team from their addition to the long list until their exit from the Games environment, should they be selected.

Our aspiration is for this process to ensure the best possible engagement for all those that don the green and gold at the Games, whether they be an athlete, a coach or a team official.

We are also committed to safeguarding and wellbeing, and I've mentioned our partnership with Sport Integrity Australia.

I'd like to take this opportunity to thank the Commonwealth Games Australia Board of Directors. They've allocated \$20 million to our delivering the very best Australian Commonwealth Games Team to Glasgow and we are doing our utmost to ensure this funding is used to deliver team success.

I also thank my fellow Team Executive members – Katrina Webb OAM, Damian Brown, Robin O'Neill and the recently appointed Matt Cowdrey OAM. It's fantastic to welcome Matt, who was added to the Team Executive only last week.

Together, we are single mindedly focused to delivering one of life's best experiences for all team members.

Thanks must also go to the amazing CGA staff who are doing a lot of hard and great work behind the scenes. They play a critical role in our Team management group both in the planning phase and on the ground during Games time.

There is little more than one year to go until the Opening Ceremony, and much is still to be done.

I am very much looking forward to travelling to Glasgow with Team Managers in September, with our planning to be in the final stages then.

From there, all roads lead to an Australian Team doing their best and I am beyond excited.

Thank you.

PETRIA THOMAS OAM OLY  
Chef De Mission, Glasgow 2026

30 May 2025

DRAFT

## ATTACHMENT B – PRESIDENT’S ADDRESS

It is my privilege to present the 2024 Commonwealth Games Australia President’s Report. I will take the report in written form as read. The report is in the 2024 Annual Report of Commonwealth Games Australia, but I will highlight some key themes contained in my report.

Perhaps most importantly, for the movement, the CGA, member sports and your athletes, I confirm that the 2026 Commonwealth Games will be held in Glasgow, Scotland.

The uncertainty that the Commonwealth Sport Movement faced is now behind us, and our focus will now be on preparing an Australian Commonwealth Games Team for the Games in just 419 days.

As President, I appreciate that the program of sports does not provide an opportunity for all our Sport Members to compete in Glasgow.

I reiterate my commitment, and that of the Commonwealth Games Australia (CGA) Board and executive, to continuing our collaboration with and advocacy for all those in our CGA family irrespective of their inclusion in this edition of the Games.

Glasgow 2026 will mark the first Games under the revised model for delivery of Commonwealth Sport.

I want to thank and acknowledge the CGA Board for agreeing to commit a multi-million-dollar investment to remove the last barriers to the announcement of Glasgow as the host for the 2026 Commonwealth Games. It remains my strong belief that this was not the time to walk away from a Games that not only supports Australia’s athletes but inspires the nation.

We look forward to working collaboratively toward an outcome that benefits Commonwealth nations, their athletes, coaches and fans.

Our commitment to the new Games model has been reassured in recent months with the confirmation of five cities expressing interest in hosting in 2030, with a further two confirming their intentions to explore welcoming the Commonwealth in 2034. This bodes well for the Commonwealth Sport Movement and affirms the decision to move to a new delivery model – evidenced by the number of cities considering hosting.

The Commonwealth Games are at the heart of Australia’s performance pathway, often providing the launch pad for continued and ongoing success by Australian athletes.

They are critical to green and gold success at the Olympic and Paralympic Games, with 46% of Australia’s athletes competing for the first time on our Team. Importantly, 51% of athletes who medal at the Commonwealth Games go on to medal at their next international competition.

I would also like to take this opportunity to congratulate our Sport Members and the Australia’s Olympic and Paralympic Committees for creating the best possible performance platform for our athletes to achieve their extraordinary results in Paris 2024.

It was a privilege to witness outstanding Team success under the guidance of Chef de Missions Anna Meares OAM and Kate McLoughlin, and I commend all the athletes, coaches, medical practitioners and member of team staff that proudly wore the green and gold and represented us so well in Paris. Congratulations!

Australian performances on the global stage inspire our nation and we are partnering with our Sports Members and Australian Sports Commission to support the Horizon 2 outcomes of Australia’s High Performance 2032+ Sport Strategy, including delivering winning performances at the Commonwealth Games in 2026.

Our commitment to all Sport Members, their athletes, coaches and systems is best highlighted through our Green2Gold2Great (G2G2G) Investment Program. CGA invested \$4.7 million in Period One of the Investment Program, enabling the development of current and emerging athletes within Australia’s Green & Gold decade. 35 innovative projects across every Sport Member have been delivered, creating valuable opportunities for both emerging talent and established athletes.

In total, the initiatives have impacted 1,137 individuals, including 764 athletes, 187 coaches and 186 high-performance staff. The momentum will now continue in 2025, with Period Two of the our Investment Program rolling out across this year and into 2026.

Our commitment includes a \$4 million investment for sports on the Games program, \$1 million supporting other Sport Members, and \$1.5 million directly benefiting athletes, bringing the total investment to \$6.5 million in the lead up to the Glasgow 2026 Commonwealth Games.

Our efforts away from the field of play also continue and I am proud and excited about the targeted programs and experiences that we will deliver on the road to the Glasgow 2026.

From a community perspective, our alumni engagement program and educational resource, Borobi's Classroom, are due to come to market in 2025. This is complemented by the launch of our *Innovate* Reconciliation Action Plan moments ago.

We also completed the co-designed scoping of our environmental, social, and governance (ESG) framework and diversity, equity and inclusion policy in 2024 to ensure that we move forward in delivering best practice across a range of deliverables in 2025. I want to thank our member sports for your contribution to this work.

I am proud of our revitalised focus on supporting the Commonwealth nations of the Pacific. Alongside system partners the Australian Olympic Committee and Paralympics Australia, in 2025 we will deliver multiple GAPS experiences across the region, with the aim of developing inclusive sport pathways that remove barriers to participation for people with a disability, women and girls.

I want to acknowledge Craig Phillips AM for leading our effort to support our Pacific colleagues as both CGA CEO and Regional Vice-President for Oceania of Commonwealth Sport.

I also welcome the Governor-General of Australia, Her Excellency the Honourable Sam Mostyn AC as Patron-in-Chief. Her Excellency is an avid sports fan, and her patronage elevates the Commonwealth Sport Movement in Australia and supports our efforts to advocate for not only Australia's athletes but also for our Oceania neighbours.

I appreciate your continued support and collaboration with me, the Board and the CGA team, ensuring that we can all support the Australian athletes chasing their dreams on the world stage.

And finally, I commend the team at CGA HQ, the staff, who continue to go above and beyond to our Sport Members, athletes, and officials – thank you.

BEN HOUSTON  
President

30 May 2025

## ATTACHMENT C – CEO’S REPORT

President, Members of the Board, Life Members, delegates of our member organisations, special guests, ladies and gentlemen, good morning.

As I commence my address, I would like to acknowledge and pay my respects to the Wangal people, their elders past and present.

It is my pleasure to present to you the Annual Report, Financial Statements and Independent Auditor’s Report thereon for the reporting year ended 31 December 2024.

The Annual Report was circulated with the agenda for this meeting in accordance with the Constitution. President, with your agreement I ask that the Annual Report be taken as read.

The reporting year 2024 was very much a year of two halves for Commonwealth Games Australia. The first six months were characterised by the ongoing uncertainty for the Commonwealth Sport Movement created by the Andrews-Allan Government’s withdrawal from its obligations to host the 2026 Commonwealth Games.

The second half of 2024 saw greater optimism as Glasgow emerged as the new 2026 Games host with the Commonwealth Games Federation awarding the hosting rights in October.

CGA joined its counterparts from around the Commonwealth in acknowledging the efforts of Commonwealth Games Scotland, in collaboration with three levels of Government, to ensure the Commonwealth Games would have a home in 2026.

As I do each year, I wish to highlight some of CGA’s achievements for 2024 across each of the five strategic priorities. These achievements are presented in more detail in the Annual Report.

‘Delivering Team Success’ is the first of CGA’s strategic priorities and remains its core business. CGA’s focus during 2024 was on investing in future team performance through its Green2Gold2Great program and laying strong foundations for our 2026 Team operations.

President, as you noted in your earlier address, Period 1 of the Green2Gold2Great investment program has had a significant positive impact on development of emerging talent across all of our Sport Members.

The 2026 Team Executive, under the leadership of Chef de Mission Petria Thomas OAM, continued to develop its plans for the Team despite not knowing – until October – where and when the Games would be held, and which sports would be included.

Glasgow 2026 will be unlike any recent Games and will require flexibility from the participating delegations. I am confident, CGA is better equipped than any of its counterparts from across the Commonwealth to deliver a successful Team in 2026.

The ‘Connecting with Communities’ strategic priority brings to life the second half of CGA’s Vision – Pursuing Sporting Excellence/Connecting with Communities.

For 2024, the focus of activities under this strategic priority was on stakeholder consultation and program development. Two key initiatives under development are CGA’s online education program, ‘Borobi’s Classroom’ and our alumni engagement program. Each of these programs will be launched in the second half of 2025.

CGA was pleased to achieve the goals set out in its *Reflect* Reconciliation Action Plan, and earlier in the meeting, we officially launched our *Innovate* RAP. CGA is deeply indebted to Mr Kyle Vander-Kuyp, Chair of CGA’s RAP Advisory Group and its members for their continued efforts in our reconciliation journey.

Over recent years, CGA has focused on building and presenting a strong brand story and presence. Our activities during the lead up to and during Birmingham 2022 are axiomatic of this focus. This work – under the ‘Presenting a Powerful Brand’ strategic priority – took on new significance during 2024.

The Victoria 2026 cancellation caused major disruption to the Commonwealth Sport brand, both in Australia and globally.

In response, CGA undertook extensive market research to better understand the sentiment of Australians towards the Monarchy, the Commonwealth, the Games and, most importantly, the Australian Team. The main take-outs of this research are highlighted in the Annual Report and have assisted CGA in developing its brand campaign ahead of Glasgow 2026.

You will have noticed this week that there have been some subtle but important changes to our logo, colourways and other design elements. We look forward to sharing our exciting Team campaign with you in the coming months.

CGA prides itself on 'Leading the Way'. This is the fourth of our strategic pillars. A strong focus for 2024 was the completion of the governance review which commenced in 2023. This review led to key constitutional changes designed to reflect contemporary practice, particularly in relation to board composition. The changes were adopted by CGA's members in May 2024.

With a reduced sport program announced for Glasgow 2026, CGA was concerned about the impact this would have on its membership. Following a brief period of consultation, CGA proposed amendments to the definition of its membership categories. These changes were adopted at a Special General Meeting held in December.

CGA is appreciative of the generosity of spirit shown by you our voting members to ensure that your counterparts from other sports could remain part of the Commonwealth Sport Family.

To the NSOs whose sports are not on the Glasgow 2026 program, we thank you for taking up the opportunity to remain within our family by joining as Sport Members. Your faith in the Commonwealth Sport Movement is not something we take for granted. Thank you.

We hope to see as many of you as possible return to the Games program in the future.

Included in the Annual Report, for the first time, is CGA's Environment, Social and Governance Framework. The ESG Framework was developed following consultation with CGA's members, Board and staff over recent months. CGA will report against the Framework in future Annual Reports.

At the commencement of 2024 and consistent with the fifth strategic priority – 'Hosting Great Games' – CGA committed itself to supporting the CGF in finding a replacement host for 2026. No Commonwealth Games in 2026 was an outcome CGA was not prepared to accept. In the end, we were unable to secure an Australian option.

President, it would be remiss of me not to pay tribute to you and the rest of the CGA Board for your foresight in committing £2.3 million to encourage the Scottish Government to give its final seal of approval for Glasgow to host the Games. To use a rugby analogy, it was the final push at the back of the ruck to get the ball over the line.

Having helped secure Glasgow as the 2026 host, CGA has paused further activity on this strategic pillar for the immediate term.

For CGA to progress any future Games candidatures, we will need to overcome the false narrative about the cost of the Games created by former Victorian Premier, Dan Andrews.

As is often the case these days, this false narrative has been embraced by some as the truth despite it being debunked by the independent review conducted by the Victorian Auditor General's Office.

As I said at last year's AGM, the cancellation of Victoria 2026 is very much a failing of the Government and not the Commonwealth Games.

2024 was a year of uncertainty, of highs and lows. Throughout it all, CGA's Board, led by President Ben Houston, has been steadfast in its strong stewardship, often being required to take critical and difficult decisions in an ever-changing environment.

Able supported by CGA's various committees and advisory groups, the CGA Board ensured the Commonwealth Sport Movement in Australia remained resilient. No superlatives are enough to describe the efforts of CGA's dedicated and hardworking staff over the course of the year.

Just as they had during the uncertainty of the second half of 2023, our staff forged ahead with their work despite not knowing for most of 2024 whether or not the Games would find a home in 2026. Their ongoing commitment to delivering for you, our members, athletes and the broader community will ensure CGA remains the first among equals.

Our staff are in the room today and I invite you to join me in acknowledging their extraordinary efforts.

And of course, we cannot forget the efforts of you our Members for your support for the Commonwealth Sport Movement in Australia. Thank you one and all.

Horizon Two of the Win Well Strategy – is in full swing. During 2026, three Pinnacle Events will be held – the Olympic and Paralympic Winter Games in Milano-Cortina, Italy and the Commonwealth Games in Glasgow, Scotland.

CGA knows how important the achievements of Australian athletes at these milestone events will be to inspiring and making Australians proud.

We are also aware, as custodians of Australia's Commonwealth Games Teams, of the immense responsibility we have in providing athletes with the opportunity to have their best day when it matters. It is a responsibility we share with our Sport Members and the broader Australian high-performance system.

While more than a year away, we look forward to our Glasgow 2026 Team etching its place in Australia's storied Commonwealth Games history.

On page 59, independent auditor PWC has reported to you that, in their opinion:

"The accompanying financial report of Commonwealth Games Australia Limited (the Company) is in accordance with the Corporations Act 2001, including:

- (a) giving a true and fair view of the Company's financial position as at 31 December 2024 and of its financial performance for the year then ended;
- (b) complying with Australian Accounting Standards to the extent described in Note 1 and the Corporations Regulations 2001.

Notes to the Financial Statements can be found on pages 49 through 57 of the Annual Report.

President, I commend the report to our members and ask that the Annual Report, including the Financial Statements and independent auditor's report thereon be proposed for adoption.

Thank you.

CRAIG PHILLIPS AM  
Chief Executive Officer

30 May 2025

## ATTACHMENT D – LIFE MEMBER CITATION

### KURT FEARNLEY AO PLY

Kurt Fearnley AO is one of Australia's most accomplished Paralympic athletes whose remarkable career includes significant Commonwealth Games achievements.

At the Delhi 2010 Commonwealth Games, Fearnley claimed gold in the 1500m T54 wheelchair athletics event. Four years later in Glasgow, he demonstrated tremendous resilience by securing a silver medal in the same event despite battling a virus in the days before the race.

Fearnley's international career culminated at the Gold Coast 2018 Commonwealth Games, where he powered to victory in the T54 wheelchair marathon on home soil. This emotional final race was made even more significant when he became the first para-sport athlete to carry the Australian flag at a Commonwealth Games Closing Ceremony.

Fearnley also served as a member of the successful bid team that saw the Games return to Australia for a fifth time, subsequently contributing his expertise as a member of the Technical Committee and appointed as an Official Ambassador. In the lead-up to Gold Coast 2018, he had the prestigious honour of delivering the Queen's Baton from London to Buckingham Palace.

In 2019, the Kurt Fearnley Scholarship was established in partnership with the NSW Institute of Sport to identify and support promising young para-sport athletes in New South Wales, helping to develop the next generation of Paralympic champions.

For his significant contributions to disability awareness, sport and the community, Fearnley was appointed an Officer of the Order of Australia (AO) in 2018 and continues to advocate for disability rights and inclusion.



# COMMONWEALTH GAMES AUSTRALIA

## EXPLANATORY MEMORANDUM

### AGENDA ITEM 8 - ATTACHMENT 3 – CASUAL VACANCY CONFIRMATION

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The purpose of this explanatory memorandum is to provide the Members of Commonwealth Games Australia Limited (CGA) with information in relation to the casual vacancy confirmation via ordinary resolution due to occur at the forthcoming 2026 Annual General Meeting (AGM) of CGA.

#### Item 9: Casual Vacancy Confirmation

Duncan Free OAM was elected as an Elected Director at the 2024 AGM and resigned from his position as Elected Director on 31 January 2025. The Board confirms that Duncan Free's resignation created a casual vacancy for an Elected Director position on the Board.

In accordance with Parts 9.8(a) and 9.8(b), the Board filled the Elected Director casual vacancy created by Duncan Free's resignation with Dr Helen Nott. Pursuant to Part 9.8(c), the Board's decision to fill the Elected Director casual vacancy created by Duncan Free's resignation with Helen Nott must be confirmed by ordinary resolution at the AGM.

Upon Helen Nott's confirmation as an Elected Director for the casual vacancy created by Duncan Free's resignation by the Voting Members (being both Sport Members and State Division Members), Helen Nott will hold office as an Elected Director until the end of the 2028 AGM, being the end of the term for which Duncan Free was elected in the position as Elected Director. Helen Nott's CV accompanies this Explanatory Memorandum as an annexure to this Attachment 3.

Members are entitled to vote as per Part 4.4 of CGA's Constitution. Please ensure that Member Delegates (i.e., proxies) have been nominated to CGA by Voting Members as soon as possible. If a Voting Member (being Sport Members and State Division Members) has not yet appointed its Member Delegate(s) (i.e., a proxy), CGA requests that such Voting Members complete and return a Member Delegate (i.e., proxy) appointment form to CGA prior to 10:00am AEST on Thursday, 14 May 2026.

#### How to vote

Sport Members: Each Sport Member may appoint up to two (2) Member Delegates to attend and vote at the AGM on their behalf. Member Delegates appointed by a Sport Member may cast in aggregate, two (2) votes. For the avoidance of doubt, if a Sport Member appoints:

- one (1) Member Delegate, that Member Delegate may cast up to two (2) votes; and
- two (2) Member Delegates, each such Member Delegate may cast one (1) vote.

State Division Members: Each State Division Member may appoint one (1) Member Delegate to attend and vote at the AGM on their behalf. A Member Delegate appointed by a State Division Member may cast one (1) vote.

Associate Members and Life Members: Associate Members and Life Members are not permitted to vote at the AGM and consequently, have no right to appoint any Member Delegates.

A Member Delegate is a natural person who has been appointed as a delegate by a Voting Member to attend General Meetings and vote on the Voting Member's behalf either at a General Meeting or on a circular resolution of Members.

If a Voting Member (being Sport Members and State Division Members) has not yet appointed its Member Delegate(s) (i.e., a proxy), the Voting Member can do so now. Please contact CGA's Executive & Office Manager, Maria Cabeliza, on (03) 9453 9300 or [maria.cabeliza@commonwealthgames.com.au](mailto:maria.cabeliza@commonwealthgames.com.au) prior to 10:00am on Thursday, 14 May 2026 to obtain, complete and return to CGA a Member Delegate (i.e., proxy) appointment form. Maria will also facilitate any travel arrangements required.

Please note that:

1. Members that are entitled to attend and vote at the AGM (being Sport Members and State Division Members) are entitled to appoint Member Delegate(s) (i.e., a proxy).
2. Sport Members may appoint up to two (2) Member Delegates (i.e., proxies) who may cast in aggregate, two (2) votes.
3. State Division Members may appoint one (1) Member Delegate each (i.e., proxies) who may cast one (1) vote.
4. A Member Delegate must attend the AGM in person to exercise their vote.
5. In accordance with Part 6.6 of the constitution of CGA, if a Voting Member owes CGA membership fees that are more than 90 days overdue, they shall not be entitled to vote and shall not be entitled to representation at the AGM until all such fees and other monies due and payable are paid in full.

### **Constitution**

A copy of CGA's constitution can be obtained as follows:

1. by telephoning CGA on 03 9453 9300; or
2. by visiting CGA's website at <https://commonwealthgames.com.au/wp-content/uploads/CGA-Constitution-5-December-2024-All-edits.pdf>

## Dr Helen Nott FAICD

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### BOARD APPOINTMENTS – CURRENT

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#### **New Zealand Accident Compensation Corporation (ACC) – Appointed February 2021**

- Chair, People and Culture Committee

The ACC is a crown entity of significance to the New Zealand health system and economy. Responsible for the care and recovery of all persons injured in New Zealand, the ACC's purpose is to improve lives of people in New Zealand every day through prevention, care and recovery.

#### **Australian Unity Limited Group (ASX:AYU) – Appointed September 2022**

- Chair, Board Audit Committee (Group and various regulated subsidiaries)
- NED, Group and four subsidiary APRA regulated and five subsidiaries ACQSC regulated

Australian Unity is a national social enterprise and wellbeing company. It delivers over AUD\$2bn of community and social value (FY24). Australian Unity's purpose is to help people thrive by enabling real wellbeing for members, customers and community in health, wealth and care.

#### **StateCover Mutual Limited – Appointed September 2025**

One of a handful of workers compensation underwriters in NSW, StateCover's purpose is to keep people in NSW local government safe, well and working.

#### **Go Vita Group Limited – Appointed November 2025**

- NED, Group and three wholly owned subsidiaries

Australia's largest health food retail cooperative empowering community health and wellbeing through expert advice, sustainable practices, and premium natural products.

### BOARD APPOINTMENTS – PREVIOUS

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#### **QBE Australia Pacific (2017 to 2024)**

- Chair, Board Audit Committee and prior Chair, Investment Committee
- NED, Four APRA regulated entities

QBE Insurance Australia Pacific is a core division of the QBE Insurance Group (ASX:QBE) an international general insurer and reinsurer focused on enabling and building resilience of local businesses and communities.

#### **Healthdirect Australia (2020 to 2022)**

- Chair, CEO Recruitment Committee

Healthdirect manages Australia's portfolio of digital and virtual health assets to help Australians make informed decisions for their health and wellbeing. Now rebranded 1800medicare.

#### **Paralympics Australia (2015 to 2021)**

- Deputy Chair ("Vice President") of the Board
- Chair, Audit and Risk Committee

Paralympics Australia help Australians with disabilities participate in sport and compete at the Paralympic Games through partnerships with governments, business, sporting bodies and the community. It has a broad and leading role in progressing Australia's equity agenda.

#### **ParaSport Australia (2016 to 2021)**

ParaSport Australia was established by Paralympics Australia to nurture the participation and development of Australians with a disability through sport, enabling them to achieve their aspirations and equity of opportunity.

## **EXECUTIVE EXPERIENCE (2010 – 2016)**

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Insurance Australia Group (IAG)

- New Markets, IAG Commercial Underwriting Agency Executive (2015 – 2016)

General management responsibility for creating two digital-only InsureTechs focused on virtual digital networks. Businesses used data intelligence and technology to understand customer values, priorities and risk profile for innovative and customer-focused offering.

Insurance Australia Group (IAG)

- Group Strategy Lead (2013 – 2015)

Group Strategy lead with broad responsibilities including portfolio management, strategy and planning, mergers and acquisitions, innovation, capital optimisation. Governed investment into new digital businesses and venturing initiative. Critical role in monitoring performance for group.

QBE Australia and New Zealand

- Head of Strategy (2010 – 2013 including contract 2010)

Most senior strategy role during global business transformation following a period of significant growth via acquisition. Governed operational performance to balance short-term and long-term needs. Established organisational-wide capability uplift in innovation and in market intelligence.

## **CONSULTING ADVISORY EXPERIENCE (1992 – 2019)**

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Consulting advisory career of 25 years included a diverse range of clients and experiences including in the insurance, government, banking, transport, health and telecommunications sectors.

- Helen P Nott Consulting, Sole trader (created 2007; inactive from 2019)  
Private advisory business supporting large scale transformations.
- Booz Allen Hamilton, Senior Associate, Global Innovation Leadership (2002 – 2007)  
Advisor to boards of large global organisations on corporate and operational strategy.
- PricewaterhouseCoopers Corporate Finance, Associate Director (2000 – 2002)  
Advisor to boards and c-suite on operational strategies and optimal use of resources.
- CSIRO Mathematics and Information Services (Data61), Research Scientist (1998 – 2000)  
Leading research and advisory work in capacity optimisation for health and service sectors.
- Murdoch University School of Engineering, Foundation team (1996 – 1998)  
Design and launch of new and innovative school in process and software engineering.
- Opcom (Acquired by Boeing/Jeppesen air navigation), Software Engineer (1992 – 1993)  
Created leading tools for real-time scheduling and rostering.

## **FORMAL QUALIFICATIONS**

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Company Directors Course Diploma, AICD

Doctor of Philosophy (Engineering), Murdoch University

Post Graduate Bachelor of Science (Mathematics), University of Queensland – Hons I

Bachelor of Science (Mathematics and Computer Science), University of Queensland

## **PROFESSIONAL MEMBERSHIPS**

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Member, Chief Executive Women

Fellow, Australian Institute of Company Directors

Member, NZ Institute of Directors

Allied Member, Australia and New Zealand Institute of Insurance and Finance

Affiliated Member, Engineers Australia

## RESPONSE TO QUESTIONS

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### 1. Why am I seeking a position to the Board of CGA?

I am seeking a position on the CGA Board because I believe in sport's power to unite communities and drive national excellence, and CGA represents the perfect intersection of my professional expertise and personal passion for creating positive social impact through sport.

My time as Deputy Chair of Paralympics Australia demonstrated how transformative sport governance can be. We achieved financial sustainability, launched the para-sport equipment fund, secured sponsorship parity for para-athletes, and fundamentally shifted momentum for the Paralympic movement in Australia. This experience showed me the unique opportunity that national sporting organisations have to create lasting change beyond medal tallies.

The Commonwealth Games embody values I'm deeply committed to excellence, inclusiveness, and community building. Having spent my career focused on improving wellbeing and resilience—from managing NZD\$50 billion in investments at ACC to delivering AUD\$2 billion in community value at Australian Unity—I see CGA as an exceptional platform to amplify positive impact across Australian communities.

I'm particularly drawn to CGA's dual purpose: driving Australia's success at the Games while creating opportunities for communities to connect and celebrate. This aligns perfectly with my experience in social enterprise and my belief that organisations with significant public reach have a responsibility to maximise their positive impact beyond their core mission.

### 2. How would I add value to CGA?

I will add distinctive value through my unique combination of sport governance experience, financial stewardship expertise, and strategic leadership capabilities that directly address CGA's Board requirements:

**Financial Governance and Investment Management Excellence:** My experience managing sizable investment portfolios, notably ACC and QBE Australia Pacific, combined with achieving financial sustainability at Paralympics Australia, positions me to provide expert oversight of CGA and ACGF investment management. As Chair of multiple audit committees across ASX-listed and regulated entities, I bring the rigorous financial governance framework essential for the board of CGA's fiduciary responsibilities.

**Sport Governance and Strategic Leadership for Community Value:** My role as Deputy Chair of Paralympics Australia during a transformational period, combined with my current governance of 150+ companies at Australian Unity, demonstrates my ability to navigate complex organisations while driving strategic outcomes. I understand the unique challenges of balancing high-performance sport objectives with broader community impact.

**Risk Management and Regulatory Expertise:** As Chair of audit, risk, and investment committees across insurance, banking, health, disability, aged care and sporting sectors, I bring sophisticated risk management frameworks that can enhance CGA's approach to emerging and strategic risks while identifying opportunities for future growth and stakeholder value creation.

### **3. What would I want to be recognised for during my time on the Board?**

In serving the CGA board, I would want to be recognised for three transformational contributions that build on CGA's strengths while positioning the organisation for future success:

**Enhancing Athlete-Centered Excellence and Support Systems:** Building on my Paralympics Australia experience in achieving para-athlete sponsorship parity and my current work in health and wellbeing infrastructure, I want to establish comprehensive support frameworks that address not just performance outcomes but athlete mental health, career development, and transition planning. My goal is ensuring every Australian Commonwealth Games athlete has world-class support throughout their entire journey.

**Strengthening Financial Sustainability and Strategic Investment:** Applying my expertise in managing significant investment assets to govern ACGF performance while developing innovative models that expand CGA's capacity to invest in both high-performance sport and grassroots community programs. I want CGA recognised as a leader that creates long-term value for Australian sport.

**Advancing Inclusiveness and Community Impact:** Drawing on my commitment to equity demonstrated through Paralympics Australia and my social enterprise work at Australian Unity, I want to ensure CGA actively creates opportunities for all Australians regardless of background, ability, or circumstances. My vision is for the Commonwealth Games platform to be genuinely inclusive and to leave lasting positive legacies in communities across Australia.

### **4. How will I enhance/maintain relationships with CGA's key stakeholders?**

**Member National Sporting Organisations (NSOs):** My experience working across complex multi-organisation structures and my consulting background across diverse community organisations provides the collaborative approach needed to strengthen CGA-NSO partnerships. I will advocate for regular engagement mechanisms that ensure NSO voices are central to strategic decision-making while maintaining clear governance boundaries.

**Athletes and High-Performance Community:** Drawing directly from my Paralympics Australia experience, I understand that authentic athlete relationships require consistent engagement, transparent communication, and genuine commitment to athlete welfare. I will champion regular athlete advisory processes and ensure athlete perspectives inform all strategic decisions affecting their preparation and competition experience.

**Government Partners:** The financial and reputational turnaround achieved at Paralympics Australia in my tenure provided the platform for ongoing strong relationships with government stakeholders. In addition, my government board roles, provide deep insight into government expectations around accountability, transparency, and community value delivery. I will leverage this experience to strengthen CGA's government relationships through clear reporting, strategic alignment with sport and community objectives, and consistent demonstration of value delivery.

**Corporate Partners and Sponsors:** My commercial experience, combined with my understanding of what drives successful corporate partnerships, will help CGA develop authentic relationships that deliver mutual value. I focus on partnerships that create measurable community impact while providing genuine brand value for commercial partners.

My approach to all stakeholder relationships is grounded in transparency, mutual respect, and shared value creation—principles that have guided my success across crown entities, commercial organisations, and community-focused enterprises.



# COMMONWEALTH GAMES AUSTRALIA

## EXPLANATORY MEMORANDUM

### AGENDA ITEM 9 – ATTACHMENT 4 LIFE MEMBERSHIP

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The purpose of this explanatory memorandum is to provide the Members of Commonwealth Games Australia Limited (CGA) with information in relation to the nominations for Life Membership hereby proposed at the forthcoming Annual General Meeting (AGM) of CGA.

#### Item 9: Life Membership

In accordance with Part 4.1(b)(iv) and Part 4.2(d) of the CGA Constitution, a category of membership of CGA is Life Membership. Part 4.2(d) of the CGA Constitution states that *Life Members*:

- i. must have, in the view of the Board, rendered exceptional service to CGA;*
- ii. must have their Life Membership approved by a Special Resolution at a General Meeting; and*
- iii. may attend General Meetings but are not eligible to vote.*

#### Background

In 2020, CGA established a Heritage and Awards Committee (**Committee**) to drive activities in recognising, promoting and celebrating CGA's heritage and the contribution of individuals and communities from within Sport Members and the Commonwealth Games Movement.

The Committee operates under the Heritage and Awards Committee Charter which, amongst other things, provides for the Committee to assist the Board in identifying individuals deemed worthy of recognition, including for Life Membership.

Pursuant to Part 4.2(d) of the CGA Constitution, the Committee recommended to the Board for consideration, a candidate who, in the Committee's opinion, has '*rendered exceptional service*' to CGA.

At its meeting held on Friday 5 December 2025, the Board, without Grant Harrison present, endorsed the following candidate for Life Membership for approval by the membership.

#### Candidate

##### **Grant Harrison**

Grant Harrison has been involved with CGA since his appointment to the previous Board of Management in 2011.

Grant was elected to the Board of CGA in November 2018 for a one-year term and re-elected to the Board in 2019 for a further four-and-a-half-year term.

Grant was subsequently elected to the Board for a second four-year term in 2024 and elevated to the position of Vice President by his fellow Board members.

Grant has held many board positions in the sporting industry, including roles as the Vice President of the CGA SA State Division, Director and Deputy Chair of Thoroughbred Racing SA, Independent Complaints Manager with Table Tennis Australia and member of the SA Olympic Appeal Committee and current member of the Gymnastics Australia Awards Committee for over a decade as well as a member of the Table Tennis Australia Nominations Committee for the past 5 years.

Previously, Grant was Director and then President of Gymnastics Australia (2003 – 2014 combined), Vice President of the Commonwealth Gymnastics Confederation, President of Gymnastics South Australia (1998 – 2009) and Chair of many committees and working groups.

For his service to Gymnastics, he was granted Life Membership by Gymnastics Australia.

Grant is currently a Director of Australian Commonwealth Games Foundation Ltd (**ACGF**), a member of CGA's and ACGF's Finance, Risk & Audit Committee and is Chair of the Investment Committee for the Australian Commonwealth Games Foundation.

### **Voting Process**

Voting for this agenda item will be conducted as a Special Resolution, by a show of hands.

As per Part 1.1 of the CGA Constitution, a Special Resolution requires at least 75% of the votes cast by those entitled to vote on the resolution being cast in favour of the resolution.

Voting Members (being both Sport Members and State Division Members) are entitled to vote as per Part 4.4 of the CGA Constitution, with two (2) votes for each Sport Member (in aggregate, a maximum of 44 votes) and one (1) vote for each State Division Member (in aggregate, a maximum of 5 votes).

Please ensure that Member Delegates (i.e., proxies) have been nominated to CGA by Voting Members as soon as possible. If a Voting Member (being Sport Members and State Division Members) has not yet appointed its Member Delegate(s) (i.e., a proxy), CGA requests that such Voting Members complete and return a Member Delegate (i.e., proxy) appointment form to CGA prior to 10:00am AEST on Thursday, 14 May 2026.

### **How to vote**

**Sport Members:** Each Sport Member may appoint up to two (2) Member Delegates to attend and vote at the AGM on their behalf. Member Delegates appointed by a Sport Member may cast in aggregate, two (2) votes. For the avoidance of doubt, if a Sport Member appoints:

- one (1) Member Delegate, that Member Delegate may cast up to two (2) votes; and
- two (2) Member Delegates, each such Member Delegate may cast one vote.

**State Division Members:** State Division Members may appoint one (1) Member Delegate to attend and vote at the AGM on their behalf. A Member Delegate appointed by a State Division Member may cast one (1) vote.

**Associate Members and Life Members:** Associate Members and Life Members are not permitted to vote at the AGM and consequently, have no right to appoint any Member Delegates.

A Member Delegate is a natural person who has been appointed as a delegate by a Voting Member to attend General Meetings and vote on the Voting Member's behalf either at a General Meeting or on a circular resolution of Members.

If a Voting Member (being Sport Members and State Division Members) has not yet appointed its Member Delegate(s) (i.e., a proxy), the Voting Member can do so now. Please contact CGA's Executive & Office Manager, Maria Cabeliza, on (03) 9453 9300 or [maria.cabeliza@commonwealthgames.com.au](mailto:maria.cabeliza@commonwealthgames.com.au) prior to 10:00am on Thursday, 14 May 2026 to obtain, complete and return to CGA a Member Delegate (i.e., proxy) appointment form. Maria will also facilitate any travel arrangements required.

Please note that:

1. Members that are entitled to attend and vote at the AGM (being both Sport Members and State Division Members) are entitled to appoint Member Delegate(s) (i.e., a proxy).
2. A Member Delegate (i.e., a proxy) need not be a Member.
3. Sport Members may appoint up to two (2) Member Delegates each (i.e., proxies) who may cast in aggregate, two (2) votes.
4. State Division Members may appoint one (1) Member Delegate each (i.e., proxies) who may cast one (1) vote.
5. A Member Delegate must attend the AGM in person to exercise their vote.

6. In accordance with Part 6.6 of the constitution of CGA, if a Voting Member owes CGA membership fees that are more than 90 days overdue, they shall not be entitled to vote and shall not be entitled to representation at the AGM until all such fees and other monies due and payable are paid in full.

### **Constitution**

A copy of CGA's constitution can be obtained as follows:

- by telephoning CGA on 03 9453 9300; or
- by visiting CGA's website at <https://commonwealthgames.com.au/wp-content/uploads/CGA-Constitution-5-December-2024-All-edits.pdf>