The name ‘Sydney Gay and Lesbian Mardi Gras’ is a trading name and is a registered business name of New Mardi Gras Limited. The legal entity has not changed, but the trading name has.
THANKS!

SYDNEY GAY AND LESBIAN MARDI GRAS SINCERELY THANKS ALL THE VOLUNTEERS, STAFF, CONTRACTORS AND PARTNERS WHO MAKE SYDNEY MARDI GRAS THE WONDERFUL EVENT THAT IT IS.

We are a not-for-profit organisation and rely on community support to make our events happen through volunteering and membership. In particular we would like to thank the dedicated members of the Fair Day Team, Party Production Team, Parade Team, Harbour ‘12 Team, Volunteer Team, Medical Team, Event Fundraising Team, IT Working Team, Our Audit & Risk Committee, Legal Committee, Nominations & Governance Committee, Finance Committee, Strategy Committee, Community Engagement Committee, MCAG, Womens Committee, Youth Committee, as well as the thousands more who volunteered during season to ensure things went smoothly.

We would like to thank our Brand consultancy partners at Moon Communications, including Greg Logan, Brooke Hinman and Gemma Glanville, James Calpis, Jo White, as well as the full team at Moon for their assistance and creative direction.

We would also like to thank Tia Lee, Summer Salt, Ross James, Katrina Wills, Steve Warren, Philip Diment, Hill & Knowlton, Dan Murphy, Joyce Mayne, Carmen Geddit, Marie Claire, Dallas Dellaforce, James Bridge, Jesse Stark, Lewis Oswald, Tora Hymen, Marcus O'Brien, Geoff Lynn, Kylie Martin, Terry Blamey, Kylie Minogue, Katie Hoskins, Michael Douglas, Charlie McCagh and Kris Taifalos at Avant Card, Andrew Ward at Sauce Solutions, William Yang Photography, Mazz Images, Mark Dickson, John McRae Photography, Mikey Trotter, Jason Moss, Kylie Unlikely, David Bonella, Bradical Best, Paul Wyborn, Kathy Pavlich, Michael Woodhouse, Nic Parkhill, Rebecca Reynolds, Ron Austin, Mark Thomas, Tom Tansey, Paul Capsis, Tom Christophersen, Jacques Tchong, Stuart Doherty, Cameron Mitchell, The Squared Division, Queer Screen, Beth Appleton, Scott Abrahams, Brenton Kewley, Rebecca Durr, Peter Hunt, Sandra Chipchase, Anthony Laver, Michael Abbott, Rachel Healy, Kate Murray, Coard-Anthony Henry, Annie Heath, Ruth Friedman, Denis Doulgeridis, Vincent Rommelaere, Out There Productions, Nell Schofield, Mark Trevorrow and Doreen Manganini, Tristin Goode, Theresa Famularo, Will Sheehan, Iain Reed, Virginia Harris, Gearhouse Productions, Sheridan Jones, Rick Pearce, Spencer Newman and our friends at Optus, Kate Munro, Eva Cox, Gretel Killeen... ...and to everyone in the community that has helped us continue to inspire the world to love each other by celebrating the power and beauty of diversity.

FOR A FULL LIST OF PRODUCTION TEAM MEMBERS AND COMMITTEES PLEASE REFER TO PAGE 24.
2012 SEASON HIGHLIGHTS

- We delivered the safest Parade in recent times with record low levels of incidents reported.
- There were record satisfaction levels in response to our increased investment in the quality of the Parade and Party.
- Applied for RCO registration to acquire Deductible Gift Recipient status (DGR).
- We welcomed Kylie Minogue back after 14 years to celebrate her 25th anniversary in music with us.
- Launched our first iPhone app, which was downloaded by 4067 people.
- We refreshed our brand to be more embracing of the increasing diversity within our communities with a message of infinite love for all.
- This year saw an improvement in financial performance which continues us on a path to sustained profitability & growth in the years to come.
- Reached a digital global audience of 500,000 through Mardi GrasTV, with Parade and season Highlights spreading our messages and LGBTQI community spirit to the world.
- Donated just under $55,000, including over $24,000 in complimentary tickets to community groups for their fundraising activities.
- We progressed with the implementation of our long term strategic plan.
- Introduced the Big Gay Weekend as a replacement fundraiser of Sleaze Ball.
- During the 2012 season, the Volunteer team processed 2,981 applications for 2,086 positions with a total workforce of 1,723 volunteers.
- International and interstate visitations to Parade increased by 9.5% despite the most difficult tourism environment in recent years.
- We focused on building the successful Women Say Something series producing three separate sold out events.
- Brought month end financial accounting back in house.
- Continued to develop new income streams in the form of merchandising, licensing events and food vending.

I just loved the whole experience. It’s a time for Sydney to shine (even in the rain). People embracing difference. It was great.

This year Mardi Gras got it’s Mojo Back!!! I believe the feel, atmosphere or vibe was fantastic... Well done for your efforts this year.

I also love the wide range of events put on during the period from dance parties to exhibitions, this year, you guys did a fantastic job.

CREDITS

COPYWRITING
KATIE HOSKINS

DESIGN & LAYOUT
LEWIS OSWALD

NUMBERS
MICHAEL DOUGLAS

IMAGES
HAMID MOUSA, ROBERT MCMARTH, CLAIRE SARGENT, HAYDEN BROTCHE & ANN-MARIE CALIHALI

The name Sydney Gay and Lesbian Mardi Gras is a trading and registered business name for the legal entity and the company New Mardi Gras Limited. The legal entity has not changed, but the trading name has.

Sydney Gay and Lesbian Mardi Gras – ABN 87 102 451 785

New Mardi Gras Ltd – ACN 102 451 785


ABOUT US

ABOUT SYDNEY GAY AND LESBIAN MARDI GRAS

SGLMG exists primarily to develop the Sydney Mardi Gras for the benefit of Sydney’s LGBTQI community, the enjoyment of a wider audience and as a global beacon of diversity, acceptance and LGBTQI rights.

WE DO THIS THROUGH:

- Providing the opportunity for LGBTQI individuals and groups to use Sydney Mardi Gras as a statement of pride and to promote a broader message of LGBTQI diversity and acceptance
- Anchoring the Parade in a broader program of cultural and social activities for the enjoyment of local audiences and to attract visitors to Sydney
- Providing resources and opportunities to our community for creative and political expression
- Embracing individuals and groups from the broader community who share our vision
- Constantly improving creativity and production values on our events, including bringing the world’s best artists, thinkers and entertainers to Sydney

OUR PURPOSE AND ACTION

We inspire the world to love each other by celebrating the power and beauty of diversity

STRATEGIC GOALS

EVENTS EXCELLENCE
Increased artistic and production excellence

PEOPLE ENGAGEMENT
Open and considered processes to recruit and retain talented people

MEMBERSHIP & COMMUNITY
Better involvement from and consultation with our members and community

CORPORATE GOVERNANCE
Better decision making, planning and budgeting at all levels of the organisation

FINANCE & ASSET MANAGEMENT
Rigorous financial planning, monitoring, risk mitigation and cost control

SYDNEY GAY AND LESBIAN MARDI GRAS
THE RE-BRAND
SYDNEY MARDI GRAS HAS THE DUBIOUS DISTINCTION OF BEING PROBABLY THE BEST LGBTQI PRIDE EVENT IN THE WORLD AT A TIME WHEN SOME PRIDE EVENTS ARE STRUGGLING TO BE EMBRACED BY WIDER SOCIETY.
PRIDE'S MANIFESTATION HAS TO BE ALIVE TO ITS CONTEXT.

For a group of courageous men and women to take to the streets in 1978, to dress up colourfully to scream, ‘Look! We’re here! We’re not going away! We deserve the same rights as everyone! We have absolute pride in ourselves!’ In the context of a society that legally and culturally tried to negate them (and met with the most brutal of force that night) shows pride at its most powerful.

In 2012, many people are not particularly challenged by a group of people marching. However, most people are ready to be dazzled by a thunderous convoy of dykes on bikes or boys in hot pants when in a troupe of hundreds with slick choreography and a great backing track sending a creative, powerful message of acceptance and winning the hearts and minds of all.

We have to be out there to show who we are, that we are different, that diversity is great and that we’re proud of it.

For this is Mardi Gras’s unique attribute: that it was a gay and lesbian pride event that came to entertain and over the last 35 years has also become the city’s excuse to celebrate who we are at the end of summer.

While the gay and lesbian rights agenda is evolving to embrace rights for bisexuals, transgender, intersex and queer identified people, the desire to celebrate, dress up, get noticed, shock, protest, entertain and dance the night away is pretty much eternal.

Sydney Gay and Lesbian Mardi Gras organisation will continue to advance gay and lesbian rights here and abroad and to showcase our pride to be whoever we are or want to be.

But we also – because its the right thing to do and its in our constitution – will advance the rights of bisexual, transgender, queer and intersex communities.

We also want to invite the whole city to be part of the one of the world’s best parties, a unique celebration of the power and beauty of identity, the diverse identities within our communities and the diversity that makes up Sydney.

A celebration of all of us.

We want people generations down the track to remember that this became etched within the DNA of the city by its bright, funny and brave LGBTQI community. We want that community to be proud of this evolution and to see it as solidifying the advances already made.

We also want Mardi Gras and what it stands for to endure – to continue to generate renewed interest in Mardi Gras and our communities causes.

As society evolves and the LGBTQI community evolves to be more inclusive, we believe we have the opportunity to broaden the event’s appeal and reach new audiences, without losing sight of the need to promote LGBTQI community interests here and amongst our sisters and brothers around the world.

We want all Sydneysiders to feel invited to be part of Mardi Gras, not to class themselves just as onlookers.

We want our community to feel that their history and struggles are acknowledged and that they are valued for their creativity and entertainment. We want them to feel excited to be at the centre of something huge.

If possible we want this to be a message that goes around the globe, showing that Sydney has made a unique transition: one where LGBTQI pride and civic pride have become uniquely entwined. An example to aspire to.

We believe that Mardi Gras contains a powerful message for everyone in our community, Sydney and the rest of the world. It is not just freedom from discrimination but that all people should be free to celebrate the loving relationships they have formed. Mardi Gras is strongest when it talks about both our rights and the world we want to live in.

There is more work to be done. We have always been leaders and now the time is right to take the lead to also embrace others as part of our movement and our new vision reflects this.

This is the essence and reason for our event brand change to Sydney Mardi Gras, an event for all of Sydney that we all embrace with a core message as this -

Mardi Gras inspires the world to love each other by celebrating the power and beauty of diversity.

The Board also made the decision to change the name of our organisation to Sydney Gay and Lesbian Mardi Gras to make it clear that Mardi Gras springs from the LGBTQI community with a message of hope for the world – infinite love for all.

By the time you read this, hopefully you will be aware of the consultation, and have participated in a survey we have put in place following a community forum late last year.

When naming our iconic event we need to think beyond just what we like as individuals in all our diverse communities, but consider how others see it.

What does it mean to not only the Sydney community but to NSW, Australia or the global community?

A name should be easily identifiable and recognisable and bring with it a feeling. It should reflect the richness of the diversity within the event and organisation.

Hopefully you will have had your say in the survey. Based on this and the consultation process, a motion will be presented at the AGM for members to vote on.

We urge that you consider all the arguments and cast your vote at the AGM.
EVENTS EXCELLENCE
OUR OBJECTIVE IS TO INCREASE ARTISTIC STANDARDS AND PRODUCTION EXCELLENCE IN ORDER TO GROW PARTICIPATION AND LONG TERM PROFITABILITY.

WE BUILT ON LAST YEAR’S GAINS IN AREAS OF INCREASED ARTISTIC STANDARDS AND INVOLVEMENT OF ARTISTS WITHIN OUR EVENTS.

2012 WILL ALWAYS BE REMEMBERED AS THE YEAR THAT KYLIE RETURNED TO MARDIGRAS AND CHOSE TO LAUNCH HER 25 YEARS IN THE MUSIC INDUSTRY CELEBRATIONS IN SYDNEY.

- Introduced the Big Gay Weekend as a replacement fundraiser instead of SeaZe Ball and together with the continued operation of the Parade Entry Ticketing Scheme (PETS), assisted community groups with over $6,000 to help fund their entries
- In partnership with Destination NSW we welcomed Kylie Minogue back after 14 years to celebrate her 25th anniversary in music with us, with a special tribute as she watched the Parade. Later Kylie performed a unique live 25 minute concert-quality-performance at the Party. It was a truly unique gift to our community and to Sydney at large, reaffirming a really beautiful relationship that has always been filled with overwhelming support and a lot of love
- Invested in the strongest and most diverse appealing line up and increased production standards of the Party, reclaiming its brand as one of the best parties of its kind in the world
- Commenced the first stage of research into developing improvements to the Parade in general including the Parade route, viewing experiences and audience involvement
- Despite the wettest summer in memory, Parade attendance was as strong as 2011
- Secured a temporary community workshop for Mardi Gras and community entries – our resolve is to secure a permanent workshop in the future
- Delivered the first stage of our Parade viewing strategy, with production and entertainment improvements to the reserved seating viewing Glamstand, as well as introducing raised viewing experience and improved entertainment and aesthetics at Taylor Square - this year themed as ‘Club Tropicana’
- Reclaimed the Mardi Gras weekend as our own, selling out the Mardigrasland Party and reintroduced the much-loved Laneway Party, also selling out
- Introduced first stage of improvements to Harbour Party – ‘CoolChange’ integrating soulful and cocktail theming into the experience, as well as fireworks
- Sold out Mardigrasland party, albeit on an imposed reduced capacity due to changes in licensing

MARDIGRASLAND PARTY
Tickets Sold

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<th>'10</th>
<th>'11</th>
<th>'12</th>
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<td>14,000</td>
<td>16,000</td>
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MEMBERSHIP & COMMUNITY
A KEY PURPOSE OF SGLMG IS TO PROVIDE A PLATFORM FOR EXPRESSION AND SUPPORT AND ENGAGEMENT OF THE GLBTQI COMMUNITY. WHETHER IT IS ABOUT POLITICAL MESSAGES AND PROTEST, SELF EXPRESSION OF IDENTITY AND GENDER OR PURE CELEBRATION, THE DIVERSE COMMUNITY IS ALL CONSIDERED IN THE ACTIVITIES OF SGLMG.

Membership has declined over the last few years, but there are more volunteers than ever, so initiatives are underway to understand how to engage people through membership and financial support as well as through activity based support.

Some of the initiatives and activities were:
- Donated $6,075 to the community grants program to support community participation in the Parade
- Formed the Community Engagement board committee
- Held forums and individual consultations to understand and incorporate the views of members on key decisions made by the organisation
- Invited current and former members and volunteers as well as community members that have not been involved with SGLMG to discuss the value proposition of membership
- Analysed the points of discussion and input received from these groups to redefine membership for the future

IN 2012 SGLMG DONATED $24,431 IN COMPLIMENTARY TICKETS TO COMMUNITY GROUPS FOR THEIR FUNDRAISING ACTIVITIES

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<th>YEAR</th>
<th>'09</th>
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<th>'12</th>
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<td>1,000</td>
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HARBOUR '12/COOLCHANGE PARTY
Tickets Sold

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YEAR | '09 | '10 | '11 | '12
PEOPLE ENGAGEMENT

AS AN ORGANISATION FOCUSED ON THE COMMUNITY, OUR FOCUS ON ENGAGING VOLUNTEERS THROUGHOUT THE YEAR AND DURING THE SYDNEY MARDI GRAS FESTIVAL REMAINS ONE OF OUR CORE ORGANISATIONAL STRENGTHS.

- We developed our system of managing volunteers to achieve Volunteering Australia’s National Standards. In 2012, we achieved 74% compliance with the standards which is a significant improvement of 39% compliance originally measured in 2010.
- The Benefits in Kind Policy was reviewed to improve the system of administering rewards to ensure equity, consistency and good governance.
- During the year, the Volunteer Policy was reviewed, rewritten and approved by the Board providing the policy basis for our system of volunteer management.
- Following a pilot of e-learning technologies during Big Gay Weekend, e-learning was successfully rolled out for volunteer development during the season. The increased flexibility around training requirements removed barriers for volunteers to become involved.

VOLUNTEER SURVEY
The score is comprised of average ratings in the following areas:

OUR SYSTEM OF MANAGING VOLUNTEERS CONTINUED DEVELOPING TO ACHIEVE VOLUNTEERING AUSTRALIA’S NATIONAL STANDARDS.

- Policies & Procedures
- Management Responsibilities
- Recruitment Selection & Orientation
- Work & The Workplace
- Training & Development
- Standard Delivery
- Documents & Records
- Continuous Improvement

VOLUNTEER AGE DEMOGRAPHIC
2012

- The continued focus on greater diversity within the organisation resulted in the most even split on record between the genders.
- The median age of volunteers over the 2012 season was 29 with a strong representation of both older and younger members of the community.

VOLUNTEER LOCATION
2012

- NSW
- QLD
- VIC
- OVERSEAS/OTHER
- WA
- SA

VOLUNTEER GENDER
2012

- FEMALE
- MALE
- TRANSGENDER
- UNDISCLOSED

Over 1,700 people volunteered their time in a wide variety of skilled and general volunteer roles during 2011/12.

In 2012, we achieved 74% compliance with the Volunteer Australia’s National Standards which is a significant improvement when compared to 39% compliance originally measured in 2010.
While we dust off the last of the glitter and look back on a truly spectacular Sydney Mardi Gras 2012, we’re celebrating the passion, talent and dedication of the incredible people who made it happen. We have infinite love for our unstoppable army of amazing volunteers and each year we recognise their contributions with our Mardi Gras Awards.

The Awards are presented for exceptional achievements in Volunteer, Parade and Fair Day categories, including Silver, Gold and Volunteer Of The Year, our highest accolade, for outstanding contribution, energy and spirit.

Congratulations to all of the 2012 Mardi Gras Award winners!

I started volunteering for SGLMG in 2009 - I was a Stage Manager on Foreplay. Then I became Stage Management coordinator in 2010 and 2011, then Assistant Manager of the Parade Creative Services team in 2012.

The 2012 Sydney Mardi Gras season was the toughest I've experienced during my time volunteering for SGLMG, but ultimately the most rewarding.

I'm very lucky to have had a very supportive team around me. The way the Parade Production Team banded together to produce such a spectacular show was inspiring. And I believe the results speak for themselves.

I feel very honoured to have been awarded Volunteer of the Year, and whole-heartedly thank everyone who helped me out during the season.

Volunteering for SGLMG is now not just something I do out of work hours, it has caused a major attitude adjustment towards how the parade is viewed by people around the world. It has made me not only proud to be representing the organisation, but also the gay community at large.

Onwards and upwards to 2013!

Spotlight on Meg Ebelt, our 2012 Volunteer of the Year

Awards Winners

2012

Volunteers Silver Awards

Excellence in Team Work
Team Camp

Excellence in Innovation
John Riveral

Excellence in Service
Laura Jamieson

Spirit of Mardi Gras
Frank Iannilli

Volunteers Gold Awards

Volunteer of the Year
Meg Ebelt

Parade Silver Awards

Best Choreography
“Fight for Love”
Sydney Stingers Waterpolo

Best Costume
“Kandi Circus”
Hot Kandi"

Best Float Design
“Love All – Margaret Court Loses in Straight Sets”
Ethel Yarwood Enterprises

Best Individual Entry
Teresita Kompara”

Parade Gold Awards

Showstopper
“Lights of Our Lives”
Deaf Gay and Lesbian Association

“Lifesavers with Pride”

“Report All Violence to the Police”
NSW Police Force

“30 Years Young! Your Story is Our Story”
Twenty10

Fair Day Silver Awards

Best Commercial Stall
Urban Society

Best Community Stall
Wear it Purple

Best Youth Stall
Y Foundations

Fair Day Gold Award
Best Fair Day 2012 Stall
This Is Oz
The best part is always the overwhelming sense of community on an immense spectacular scale.

I enjoyed everything that I attended for the Mardi Gras season, but Mardigrasland was definitely the best, with the Harbour Party a very close second.

I travelled over from Melbourne this year, so I came for the Mardigras after party. Really enjoyed Chicane! and Sneaky Sound System.

There was a real sense of community about it. The logo and overall parade and party was positive and I just wanted to be a part of it.

Well organised, great performances, good atmosphere. Very inclusive this year, and still true to it's cause.

Participating in the Parade was one of The most amazing experiences of my life.

After a very long absence, I returned to the after party and had a very good time.

Fair Day had an awesome vibe in the park and everyone seemed to be having a great time, despite the rain.

Having so many people from different countries and cultures, mixing together and celebrating life.

I love seeing my neighbourhood come alive and being able to celebrate and display my gay culture with the rest of Sydney!

I enjoyed Britney Spears: the Cabaret and the Dragon Boat of Love float in the Parade was great!

Laneway - here's hoping that it continues for next year!

At Mardigrasland Kylie was just AMAZING!!! Hadn't expected to get a full production show with a whole medley of songs.

Great crowds, music, shows, set-up and our once a year celebration. Of course Kylie was big but Magda onstage was very emotional too.

The boys that came from overseas... Tourists add a festive party vibe to the city.
HOW WE PERFORMED

FINANCE & ASSET MANAGEMENT

OUR KEY OBJECTIVE WAS TO IMPLEMENT IMPROVEMENTS TO SYSTEMS AND CONTROLS, AS WELL AS MEASURES AIMED AT LOWERING COSTS IN ORDER TO SUPPORT SUSTAINABLE GROWTH OF THE ORGANISATION AND ITS ASSETS.

- Brought month end financial accounting back in house
- Implemented organisational expense reductions
- Continued to develop new income streams in the form of merchandising, licensing events, food vending
- Increased level of donations
- Improved compliance with OLGR Licence requirements

- Presented to the membership and the community the structure and plans for the protection of the Intellectual Property
- Incorporated Mardi Gras Arts Limited on 4 June 2012 as a company limited by guarantee with NMG as its only member
- Applied for ROCO registration to acquire Deductible Gift Recipient status (DGR)

GOVERNANCE & STRATEGIC PLANNING

To ensure clarity around roles and responsibilities the Board undertook to review and redefine Board role descriptions including those for the Chair, Deputy Chair and Board Director. The Board also undertook a Board Team Effectiveness Survey to provide the baseline and guidance on how the Board Directors would work together as a team to improve the effectiveness and efficiency in decision making.

The Board has conducted a strategic review of the season to identify key learning points for future years and ensure that Sydney Mardi Gras remains one of the largest major events in the NSW and Australian calendar.

YEAR ON YEAR COMPARISON

* PLEASE REFER TO PAGE 38, STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES, NOTE 18), Revenue For Explanation Of Membership Accounting Treatment

** ENTERTAINMENT, SECURITY, VENUE HIRE, PRODUCTION EXPENSES

*** INSURANCES, MARKETING, ADMINISTRATION, OCCUPANCY & PROFESSIONAL SERVICES

PERFORMANCE BY EVENT

PROFIT & LOSS HISTORY

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<tr>
<th>AREA</th>
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<th>2010-2011</th>
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<tr>
<td>Ticket Sales</td>
<td>$1,648M</td>
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<tr>
<td>Licences &amp; Fees</td>
<td>$287K</td>
<td>$316K</td>
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<td>Sponsorships &amp; Grants</td>
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<td>Bar Revenue</td>
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<tr>
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<td>Donations</td>
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<tr>
<td>Gross Profit</td>
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<td>Total Production Expenses**</td>
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<tr>
<td>Net Profit/(Loss)</td>
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<th>EVENT</th>
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<td>SLEAZE (2010/11) / BIG GAY WEEKEND (2011/12)</td>
<td>$12,065</td>
<td>($15,757)</td>
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<tr>
<td>Festival</td>
<td>($42,313)</td>
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<td>Fair Day</td>
<td>($17,182)</td>
<td>$11,002</td>
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<tr>
<td>Harbour</td>
<td>$28,193</td>
<td>$29,339</td>
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<tr>
<td>Parade</td>
<td>($405,104)</td>
<td>($507,224)</td>
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<tr>
<td>Mardi Gras Party</td>
<td>$489,692</td>
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<td>Laneway</td>
<td>$24,861</td>
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<th>PROFIT &amp; LOSS</th>
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<td>($133,678)</td>
<td>($575,826)</td>
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<td>% Total Expenses</td>
<td>-1.7%</td>
<td>-3.4%</td>
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We have continued to refine and update our strategic plan and created greater visibility of expected outcomes by defining our expected benefits from the three year strategic plan. The results and recommendations from these reviews are in the process of being incorporated into the three year rolling strategy.
The 2011-2012 Financial Year has been an exciting and courageous period of growth and innovation. We are seeing renewed confidence from our LGBTQI community as they become increasingly engaged and connected with Sydney Gay and Lesbian Mardi Gras. We are proud of how far the organisation has come and the pace it is continuing its trajectory to meet strategic goals. We have a financial deficit this year of $73,057. We aim to deliver a stronger financial result in years to come by increasing our revenue streams through growth in fundraising approaches and of course continuing to be mindful of achieving best value for money.

The 2012 Sydney Mardi Gras festival provided a global platform for LGBTQI rights and issues with a clear message to inspire the world to love. It was a strong and vibrant three-week festival with more than 60 diverse events which ranged from theatre and cabaret shows to meaningful talks and panels discussions to our various fabulous parties. Our objective was to enhance the audience experience for festival events, put on a more diverse range of events to appeal to more of our community and to communicate the Sydney Gay and Lesbian Mardi Gras message worldwide.

Despite the rain a record number of people came out to watch the Parade, a testament to the engagement the LGBTQI and the wider community has with Sydney Gay and Lesbian Mardi Gras.

It was one of the biggest and brightest Parades yet, showcasing our effervescent spirit. Thanks to the tireless work and dedication of Parade Producer Vicktor Petroff with Parade Production Coordinator Nicole Gaff and his team there was a visual spectacle of 134 parade entrants with more than 9,800 people participating in the Parade. In addition to the theme of Infinite Love, marriage equality was a strong focus and appropriately marriage equality crusader Shelly Argent OAM was this year’s Chief of Parade. Our messages and our LGBTQI community spirit, were beamed around digitally through Mardi GrasTV, with over 500,000 viewers from countries such as Singapore and Malaysia where being gay is still illegal.

We were honoured that Kylie Minogue chose to share Sydney Mardi Gras with our LGBTQI community this year as part of her K25 celebrations (25 years in the music industry). Not only did she watch the Parade but she also performed at the Party, adding to an already stellar line up.

We were also thrilled and proud to host Magda Szubanski at the Parade and Party. I will treasure the moment Magda came out with Alex Greenwich and I at the Party and seeing her totally overwhelmed by the love and support from our community. There was real magic in the air, it was a Mardi Gras moment!

Sydney Gay and Lesbian Mardi Gras has endeavoured to improve financial management, being transparent in our practices and our results.

The Finance Committee works with the CEO to manage budgets against a very volatile commercial operating environment.

We are reporting a loss this year which is smaller than the previous two years. Nonetheless, it is regretfully still a loss and occurred due to a number of factors that are outlined later in the CEO Report and Treasurer’s report.

Our fundraising sub-committee have been identifying opportunities for Sydney Gay and Lesbian Mardi Gras to increase income.

We hope this year to more partnerships, donor programs and increased fundraising aside from events. We are currently awaiting approval of our Deductible Gift Recipient (DGR) Status. When we obtain this we will have an excellent opportunity to be able to move forward with this effectively and generate more revenue.
In November the organisation changed its name back to Sydney Gay & Lesbian Mardi Gras after almost ten years as New Mardi Gras. The change was made in recognition that the event and brand remains owned by Sydney’s gay & lesbian community, even as it embraces involvement from the wider community.

At the same time we renamed the event Sydney Mardi Gras, a shorter name that reflects how most of us talk about the event and what people call it around the world. We’re also recognising a world that is gradually becoming more inclusive, where huge numbers of people volunteering for us, marching in the Parade and cheering us on come from a much broader spectrum and in which younger people are much less keen to be labelled.

The new event logo was created to represent the beautiful joining of hearts and inspiring world to love each other.

We acknowledge that the name change had a mixed reaction from the community, with concerns about the level of consultation. We believe the name change itself was the right decision and we continue to listen to the community’s feedback and concerns and encourage the community to continue to express their views.

Our Community Engagement Committee has been of tremendous importance this year. The community is at the core of Sydney Gay and Lesbian Mardi Gras which is why it is so vital for us to learn what the community feels and wants.

Our forums have contributed to everything from what kind of festival events people want, our brand and vision, to the Party and Parade direction.

Community engagement is a way of working with our members, community groups and the general public to develop Sydney Mardi Gras for the benefit of Sydney’s LGBTQI community, the enjoyment of a wider audience and as a global beacon of diversity, acceptance and LGBTQI rights.

Over the past season, Sydney Mardi Gras has remained focused on the general objective of the organisation, to raise the visibility of the lesbian, gay, bisexual, transgender, queer and intersex communities. The work of the Community Engagement Committee and the newly established Members and Community Advisory Group has continued to build relationships with community groups, organisations and community members in order to work towards a shared vision.

SGLMG strives to be the leading voice in the LGBTQI community, providing the opportunity for LGBTQI individuals and groups to use Sydney Mardi Gras as a statement of pride and to promote a broader message of diversity and acceptance. SGLMG also supports the community through providing resources and opportunities for our communities to share their messages.

SGLMG engages with the community through our events, anchoring the Parade in a broader program of cultural and social activities for locals and visitors. Online, SGLMG maintains community engagement through media, social networks and communications strategies.

Women are a key area of importance and one of the groups we have actively engaged with. Our Women events have gone from strength to strength. We focused on building the successful Women Say Something series producing three separate sold out events.

In closing I would like to say thank you to the Board of Sydney Gay and Lesbian Mardi Gras, who all work hard alongside me and bring their professional expertise to enable the organisation to grow and continually improve.

I would also like to thank our fantastic CEO Michael Rolik who has led a small professional team of staff to achieve an extraordinary amount of work.

My thanks also to our volunteers, sponsors, partners, supporters, government agencies and suppliers who make all of this possible. Most importantly though, I give special thanks to all of you that have contributed, through being a member, through attending a community forum, through being one of our amazing 1500 volunteers or through supporting one of our events.

WITH THANKS
For this financial year we are reporting a loss of $73,057 or 1.8% of gross profit. We had forecast a small profit this year but due to a number of factors this was not realised.

The overall financial result reflects the combined performance of the entire organisation. A lower Mardi Gras Party average price compared to 2011, a 1,000 person reduction on saleable capacity at MG Party due to newly imposed licensing changes, our financial exposure to wet weather affected events and our limited resources to produce a season of the scale undertaken in 2012 all influenced the final outcome. This year’s loss will reduce but not significantly affect SGLMGs existing cash reserves.

MARDI GRAS PARTY

For many years the Mardi Gras Party had suffered from declining production standards, lower participation and criticism of its quality. This translated into dropping Party profits affecting the organisational result. This year we undertook extensive research listening and gaining insights from current, past and prospective Party-goers that informed much stronger programming choices. We made a deliberate, significant investment enhancing programming and production values whilst ticket prices were consciously at or below those in 2011.

As a result, satisfaction levels of the event were almost 50% improved to that of 2011, and approximately 2,500 more people experienced the new standard of a Mardi Gras Party than in recent years.

The Mardi Gras Party result was limited by a 1000 person reduction in footprint capacity imposed in December well after we had gone on sale and our organisational budgets had been set and spend had commenced. Had our pricing been around that set in 2008 ($150) - and arguably the 2012 line-up was much stronger than that of 2008 - our result would have been approx. $250,000 better. We chose to keep our pricing just under the same level of the last three parties (set at $129 compared to $135) in order to win back party-goers that had stayed away in recent years.

We have proven we can deliver a much improved party and we aim to exceed this in 2013 with a strong lineup and investment in production that will not see a drop in standards. We are now at the point where we can demonstrate value for money by slightly raising prices and believe this is reasonable given that the general admission average price has been $129 - $135 for the last four years. The 2013 price will be competitive, offer great value for money and deliver excellent entertainment and programming.

WHY DIDN’T WE GET INTO THE BLACK THIS YEAR?

THE CONTINUED TURNAROUND FROM 2010 HAS BEEN CHALLENGING AS WE REBUILD AFTER THE SPLIT OF 2010 IN DIFFICULT ECONOMIC TIMES.

Over the last 3 years, we have improved our financial result year-on-year from a loss of $575,622 in 2010, to a loss of $133,678 in 2011, to the current result of $73,057. Given this trajectory and as a result of implementing the measures outlined further in my report, we expect to return to a sustainable profit in the next financial year.

LOWERS THAN BUDGETED REVENUE ACROSS ALL MAJOR REVENUE SOURCES OTHER THAN PARTY.

The Mardi Gras Party is one of several sources of revenue for the organisation. The wettest summer in memory depressed sales at all our outdoor events. We experienced shortfalls that were not covered by our wet weather insurance, including lower than normal stall holder revenue due to last minute drop outs and significantly lower bar sales from the storm hitting at peak period at Fair Day. Harbour Party ticket sales also fell well short of forecast and rain on Parade day did not see us realise full budgeted sales potential at Parade viewing, merchandising and food and beverage vending sales. The sales performance of some licensed events also fell short of budget.

SIGNIFICANT SCOPE OF WORK EFFORT FAR EXCEEDED OUR RESOURCE LEVELS.

Our scope of work effort to deliver our production commitments in the end far exceeded our resource levels. This was both in terms of people and time. Despite making cuts to some production elements, organisation and production management resources were stretched to the limit in the final two weeks of the season with not as much oversight activity possible for management. In hindsight given the scale of the 2012 season and impact of late production changes, an additional Event Producer resource was required to provide additional management and financial oversight and support to our production teams who were focused on delivery of quality product.

UNFORESEEN PRODUCTION EXPENSE OVERRUNS WITH PARTY AND WORKSHOP.

This came as a result of implementing significant production changes in Party staging and production and Parade float design at a very late stage of pre-production. Despite best endeavours we were not able to confirm these arrangements until late January and these changes consumed management and production resources in order to deliver on time.

THREE MAIN SOURCES OF UNFAVOURABLE VARIANCES THAT CONTRIBUTED TO THIS YEAR’S RESULT:

- In 2012 85% of Mardigal's rally rated the party as good or excellent compared to only 45% in 2011.
TICKET SALES FROM OTHER EVENTS
OUR BUSINESS MODEL STILL VERY MUCH DEPENDS ON INCOME DERIVED FROM TICKET SALES (APPROXIMATELY 70% OF REVENUE).

Event Reputation & Satisfaction
We made significant progress with our long term plan of sustainably growing total revenue by increasing the quality of core events and our appeal to our diverse local communities and tourists.

Perceptions of Mardi Gras

2010-2012

2012 2011

2010

Perceptions of Mardi Gras Satisfaction

2010-2012

Rating of Events

2012 Vs 2011

2012

2011

*Rain Affected

Work has progressed to diversify and introduce new revenue streams as well as introduce new, lower risk events.

We retired the loss making Parade fundraiser, Sleaze Ball and replaced it with a lower risk fundraising model, the ‘Big Gay Weekend’, raising $12,065, or an improvement of $28,000 on last year’s Sleaze loss.

We introduced a new event ‘The Laneway’ adding quality DJs and performers to a relaxed format representing exceptional value amongst other choices on that day. The Laneway was a sell out raising $24,861 in net funds due to its lower risk format. Harbour Party and the Festival net result were broadly the same as in 2011 but below our expectation for 2012. Fair Day fell significantly short to budget, by $41,619 largely due to lost bar revenue from the rain and some stall holder drop outs, whereas total Parade and overall Parade viewing performance was slightly improved, despite the wet weather.

This has been a focus over the last three years and this year we have seen clear improvement in satisfaction levels in most of our event measures.

Overall satisfaction levels with Mardi Gras season (as measured by annual surveying to our entire database in April of each year) has improved steadily since 2010 (refer to attached graphs) and overall this years season was rated significantly better, more than double the rating of the 2011 season. Positive improvement trends occurred on measures such as:

- Better compared to past years
- Quality of the events
- Higher artistic standard
- Being the must attend event of the year for many people
- Bringing together diverse people
- Having a diverse range of events
- Being more cool
- Being more relevant

The work and focus of artistic directors, Festival Program Manager, Parade Producer and the wonderful creative production team has paid off well this season, with noticeable improvements compared to last year in Parade, Queer Thinking, Pool Party and the Mardi Gras Party.

All other events that rated less than last year had one thing in common – they were directly affected by rain on the day. Harbour Party was the exception with bar queues the major source of slippage.
PARTICIPATION

SOLID PROGRESS WAS ALSO MADE TO INCREASE THE PARTICIPATION OF UNDER-REPRESENTED GROUPS (SUCH AS YOUTH, WOMEN, BISEXUALS, TRANSGENDER, INTERSEX AND QUEERS), AS WELL AS AND BROADENING THE PROGRAMMING OF THE FESTIVAL TO REFLECT THEIR TASTES AND ATTRACT PARTICIPATION.

The success of Women Say Something, better Youth Festival programming, introduction of the Youth Hub at Fair Day and an overall more diverse choice of venues and music on offer at Mardi Gras Party were the main highlights.

Significant progress has also been made in diversifying our revenue base during the year by laying the groundwork for the introduction of philanthropic programs and other associated new revenue streams.

This year’s season result highlights the risky nature of our business in terms of balancing the sophisticated tastes and high expectations of our audience against our limited budgets and resources to deliver quality events, as well as the sensitivity of our margins to wet weather – such as bars.

Much progress has been made on setting up new company structures with deductible gift recipient (DGR) status to enable Mardi Gras to accept tax deductible donations which, apart from making donating more attractive, enable Mardi Gras to access a wider range of grants and discounts that are only available to Not for Profits with DGR.

What we are doing about the challenges this year and towards a more sustainable MG?

We remain committed to our long term plan of implementing measures to manage costs, devoting sufficient resources and tools for sound oversight, growing total revenue by increasing the quality of core events and our appeal to our diverse local communities and tourists, as well as diversifying our revenue base by introducing philanthropic donor / giving programs and other new revenue streams.

These measures are necessary to reduce our exposure to weather risk, lower sales from a challenging inbound tourism environment caused by ongoing downturn from international economies and a high Australian dollar, and a very crowded and highly competitive entertainment and leisure sector that we operate within.

FIVE REVENUE SOURCE STRATEGY MODEL

CONVERT POTENTIAL TO ACHIEVE OVERALL BALANCE GROWTH

We are evolving our business model from a three pillar approach (Ticket revenue, Memberships and Sponsorships) to a five pillar model that adds Fundraising / giving programs and grants). This model will enable us to grow revenues and reduce our company risk profile.
EVENT DEVELOPMENT

Continued focus on developing the artistic and production quality of events to draw in more audience and total ticket revenues.

- 35th anniversary celebrations – leveraging the interest and goodwill that comes from an anniversary year and the opportunity to tell the story of past, present and future.

- Brand and event development – driving increased brand awareness within and outside of the community and ensuring our brand values and personality are guiding principles in creating events which serve as brand experiences – daring, fun, electric, human!

- Feasibility testing of a reinvented Mardi Gras. A number of new event concepts relating to improved Parade floats, route, viewing and other new improvements in relation to Fair Day, Mardi Gras Party,

- Securing a permanent community workshop combined with office premises, Mardi Gras will only grow through increased participation and increased participation will largely come from a better product that our community wants. The community has told us it wants higher artistic standards of entertainment at Parade, Party and Festival. A quality artistic product requires a workshop – facilities, know-how, resources in order to produce the outputs of better and more dazzling Parade floats, event scenics etc. Having an office co-located with the workshop motivates and inspires the workforce to realise its creative ambitions, rather than being removed from these.

- Extending the Parade/Party winning formula from best endeavours to secure world-class headline talent appear at both events. This creates significant buzz, media interest and ultimately drives increased participation and ticket sales across the entire Festival.

MEMBERSHIP

We have completed research insights involving focus groups with members and non-members that will lead to an improved Membership model and benefits, translating into increased growth of Membership sales. Work will be completed in the next four months and could lead to the implementation of a lower cost membership level with value benefits and as well as a more comprehensive level offering new privileges and benefits.

DONATIONS FROM FUNDRAISING AND GIVING PROGRAMS

We will acquire DGR status in the upcoming financial year and develop a proposition to fundraise through giving programs and targeting foundations to fund specific projects (such as fitting out or staffing a permanent workshop which enables Mardi Gras to increase its artistic merit and value as a cultural and social community asset).

GRANTS

We have created the position of a Volunteer Grants Officer that we aim to fill in order to identify and secure appropriate grants to reduce costs that we may otherwise have to bear ourselves.

SPONSORSHIP

We will continue to extend and create value for our existing partners and also bring on board new partners in categories that are of strategic relevance for the organisation. We expect to grow sponsorships in the forthcoming financial year.

I would like to thank our Members, customers, sponsors, partners, supporters, government agencies, the Chair and Treasurer, the Board, our committees and our fabulous volunteers.

In particular my sincere thanks and gratitude to my talented and committed team of staff, skilled volunteers and seasonal contractors who make all of this possible – thank you!
The Board of Directors is tasked with ensuring that Sydney Gay and Lesbian Mardi Gras staff is performing according to an agreed strategic plan. It focuses on a number of key areas, assisted increasingly by a range of specialist Board Committees. We focus on recruiting the best skilled talent for these Board Committees to ensure that the strategic direction of the company is focused and world class. They contribute at the highest level of the organisation, and recommend initiatives to the Board for adoption and implementation.

**ROLE**

**TO ASSIST THE BOARD IN DISCHARGING ITS FINANCIAL OVERSIGHT RESPONSIBILITIES. THE COMMITTEE PROVIDES OVERSIGHT, ASSISTANCE AND ADVICE ON THE FINANCIAL ACTIVITIES OF THE ORGANISATION TO ENSURE BALANCE, TRANSPARENCY AND INTEGRITY OF FINANCIAL INFORMATION FOR BOTH BOARD AND MANAGEMENT. KEY AREAS OF FOCUS ARE THE ESTABLISHMENT OF APPROVED ANNUAL BUDGETS AND DEVELOPMENT OF BUDGET RE-FORECAST’S DURING THE YEAR AS CIRCUMSTANCES CHANGE.**

**ACTIVITIES**

Ensuring the SGLMG budget is aligned with SGLMG’s Strategic Plan and priorities; approving, monitoring and reviewing adjustments to budgets and the reallocation of resources; formulation of strategies to improve SGLMG’s financial position, including the approval and monitoring of the budget process; reviewing SGLMG’s financial performance against approved budgets; reviewing Capital Expenditure Budgets and Requests; reviewing cash holdings and cash flow requirements; advising the CEO on cash management matters; identifying and monitoring financial risk issues; monitoring tax exempt status compliance; considering and reviewing Board expenditure proposed by the CEO that is outside of the Board-approved annual budget; considering and reviewing the financial and accounting impact of significant contracts; investigation of any non-compliance of the Finance Policy and Procedures; reviewing significant accounting and reporting issues, including recent professional and regulatory pronouncements; overseeing and assisting in the periodic financial reporting process implemented by management; and reviewing the interim and annual financial statements before their release.

**2011/2012 ACHIEVEMENTS**

The 2011/12 budget was approved by the finance committee and later ratified by the Board. The budget was based on a principle of conservative estimates of core and essential activities, and was created in alignment with SGLMG core values and its Strategic Plan. The late addition of K25 to the Mardi Gras season activities caused significant additional effort regarding budget re-forecast by the finance committee and CEO. During 2011/12 the finance committee started producing monthly management financial reports which allowed savings from the use of external parties that had been doing this task on a paid basis.

**FUTURE PLANS**

For the 2012/13 season, major events will be budgeted on a project-based approach with a zero base for the first time. This will allow event producers to have greater input into event budget development. In this way, individual events can be more easily evaluated independently on financial return versus risk (via a fully costed model of anticipated incomes and expenses). In other area, major changes have already commenced to remEDIATE deficiencies in financial order and payment systems. A restructuring of accounts has already commenced to allow greater oversight of individual cost centres which will continue throughout the 2012/13 year.

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**YOUTH ROLE**

**THE YOUTH COMMITTEE WAS ESTABLISHED IN SEPTEMBER 2011 TO PROVIDE INSIGHTS AND STRATEGIC DIRECTION TO THE BOARD TO ENABLE SGLMG TO INCREASE ENGAGEMENT AND PARTICIPATION AMONG YOUNG PEOPLE.**

**ACTIVITIES**

The committee, consisting of Liam Miller, Matthew Vaughan, David Mann, Scott Williams and Liza Bahamondes, spent the inaugural season establishing a street team to attend Mardi Gras' events and open a dialogue with young people. In addition to having young representatives of Mardi Gras engaging with other young people the committee also conducted a detailed survey to gather young people’s thoughts and opinions on Mardi Gras now and in the future. The survey was promoted by the Street Team and across social media channels and resulted in over 200 respondents.

**2011/2012 ACHIEVEMENTS**

The valuable insights received have formed the basis of the committee’s strategic recommendations to the board, which will shape the SGLMG youth engagement strategy over the coming years.

**FUTURE PLANS**

The committee is currently developing strategies to increase young people’s participation within the organisation as well as at existing Sydney Mardi Gras events. The youth committee will base their strategies on information gathered at various events during the 2012 festival period by the Youth Street Team and a comprehensive survey.
WOMEN

ROLE
The Women’s Committee exists to help the Board oversee the strategic vision with an emphasis of developing strategies towards increasing the participation of female identified persons within all aspects of the organisation, the festival and the community as a whole.

ACTIVITIES
The committee is chaired by former Board co-chair Steph Sands and consists of a team of Janine Tennille, Vanessa White and Belle Lee. Samantha Lawrence also sat on this committee during this financial year.

2011/2012 ACHIEVEMENTS
Over the reporting period the committee focused on building the successful Women Say Something series producing three separate sold out events.

FUTURE PLANS
The committee is currently working on several initiatives including specific events for female volunteers encouraging feedback and further participation, an extension of the sold out Women Say Something series into a Women Do Something initiative, preparation of a detailed women’s survey and a female identified community summit. These initiatives will help drive a three-year plan to increase female based participation across all elements of the organisation.

STRATEGIC

ROLE
The Committee considers matters of a strategic nature and provides input into direction for the development of SGLMG. It provides the Board and the CEO with strategic direction and advice on a range of issues including strategic government and commercial relationships.

ACTIVITIES
Continued to develop stronger ties with government at all levels. Office holders attended meetings with Federal, State and Council levels keeping them abreast of our strategic activities and at the same time gaining valuable insights into future policy and infrastructure development opportunities that affect the future development of Mardi Gras events.

2011/2012 ACHIEVEMENTS
Implemented a benefits realisation reporting system and facilitated the annual review and update of the company strategic plan. Guided submissions to government areas in relation to partnerships, inbound tourism, a proposal for a permanent workshop and input into the NSW government visitor economy taskforce. We are working closely with Destination NSW and City of Sydney to undertake research insights that explore and evaluate opportunities to improve our event products to better cater for our communities and drive increased participation and visitation.

FUTURE PLANS
The main focus of the committee for the next twelve months will be to consider the strategic event research insights and opportunities to facilitate further strategic evaluation and consultation with the Board, the community and relevant stakeholders.

AUDIT & RISK

ROLE
Review of SGLMG’s financial reporting processes and is responsible, on behalf of the company, for assuring that SGLMG’s organisational culture, capabilities, systems and processes are appropriate to protect the financial health and the reputation of SGLMG in all audit-related areas.

ACTIVITIES
The committee has unfettered access to all information, except personal information on staff and members, held by SGLMG, in whatever form, and reports directly to the Board through the Chair of SGLMG.

ACTIVITIES
Reviewing SGLMG financial reporting processes; reviewing internal controls; reviewing the external audit process; reviewing SGLMG process for monitoring and ensuring full compliance with laws and regulations; review of the budgeting process; updating and monitoring the organisational risk register; and meeting as required throughout the year, with no fewer than three formal meetings scheduled annually.

ACHIEVEMENTS 2011/12
All members have attended all meetings in the year to 31 March 2012; all key activities were successfully pursued.

FUTURE PLANS
The committee will continue to monitor financial management processes and related internal control processes, including the process for the preparation and audit of the annual financial report of Sydney Gay and Lesbian Mardi Gras Limited.
ORGANISATIONAL REVIEW

COMMERCIAL SPONSORSHIP, GOVERNMENT & STRATEGIC PARTNERSHIPS

ROLE
SYDNEY GAY AND LESBIAN MARDI GRAS COMMERCIAL SPONSORSHIP ACTIVITY IS MANAGED BY EXTERNAL AGENCY MIXTUP. MIXTUP WORK CLOSELY WITH OUR SENIOR MANAGEMENT TEAM WHO MANAGE MARDI GRAS’S GOVERNMENT PARTNERSHIP WITH THE CITY OF SYDNEY AND STRATEGIC PARTNERSHIP WITH DESTINATION NSW.

ACTIVITIES
Commercial Advisor, developing partnership properties, managing delivery of benefits, delivery of revenue and development of Mardi Gras commercial activity.

2012 ACHIEVEMENTS
Total sponsorship and rights fee income for 2012 was $1,128,400, a 48% increase on 2011. This is excluding value in kind.

We proudly welcomed four new partners for the 2012 season: Optus, RDIO, Finlandia Vodka and Barefoot Wine, who join our existing partners setting a strong diversity leadership example in the corporate arena.

New developments include the creation of MardiGrasTV, which was proudly presented by Optus. MardiGrasTV is an online format that digitally broadcast the Sydney Mardi Gras highlights, including the parade for the very first time to a global audience.

We continued our rewarding partnerships with existing partners: ANZ, Google, Gaydar, Pure Blonde, Mount Franklin and Williams Natural Pet Food. And we welcomed back our strategic partners Destination NSW and City of Sydney.

FUTURE PLANS
As we move towards 2013 and the 35th anniversary, we look forward to our existing and new partners joining us in the ultimate celebration of love, pride and diversity.

VOLUNTEERS

ROLE
THE VOLUNTEER WORKING GROUP INTERACTS WITH VOLUNTEERS, ENCOURAGING THEM TO ENGAGE MORE BROADLY WITH SGLMG, AND BUILDING THEIR ENTHUSIASM FOR VOLUNTEERING. THIS ALLOWS US TO MAINTAIN AN EFFECTIVE VOLUNTEER WORKFORCE.

ACTIVITIES
In 2011/12, following the appointment of new Chair and Vice Chair in July, the Volunteers Team completed a restructure and our team of 19 skilled volunteers worked towards a record-breaking season for volunteering. The annual volunteer survey and system audit completed in April, while highlighting areas for improvement, demonstrated a considerable improvement in compliance against Volunteering Australia’s National Standards.

ACHIEVEMENTS 2011/2012
We continued our rewarding opportunities that impact on the business of SGLMG.

SPOTLIGHT ON ANZ

ANZ and Mardi Gras came together in 2007 to forge what has now become a six year partnership of inspiration. ANZ wanted to be a part of Mardi Gras because the core messages of tolerance, diversity and equality rang loud and proud for our people. Starting with just a few passionate ANZers with an idea to come out in support of equality it’s now grown to one of our largest diversity events of the year. Over 350 ANZ people from not just all over Australia, but further afield in our super regional network from Fiji, Asia, New Zealand and even the UK take part each year! Supported by senior executives our partnership is designed, positioned and run by staff in their own time.

We’re unashamedly proud of how the partnership has grown from a small float, to an Integrated partnership with Mardi Gras with involvement across the festival.

LEGAL

ROLE
ESTABLISHED IN 2011 TO CONSIDER AND MANAGE LEGAL ISSUES FORMALLY, THROUGH THE EXECUTIVE OF THE ORGANISATION.

ACTIVITIES
Providing the Board and CEO with legal advice and advice to SGLMG as directed. Ensuring that all individuals have an understanding of their roles and responsibilities and that protocols to manage legal risk are in place and are being followed. Recommendation ways forward in relation to legal issues faced by SGLMG and evaluating legal risks and opportunities that impact on the business of SGLMG.

ACHIEVEMENTS 2011/2012
Tim Hewitt, Lawyer at Minter Ellison was appointed as Chair of the Legal Subcommittee. With the support of his firm, Tim has provided the Board and Executive professional legal advice on a number of key issues and has assisted drafting a range of agreements, including a co-production agreement.

MEDICAL

ROLE
THROUGHOUT THIS YEARS MARDI GRAS SEASON THE MEDICAL TEAM SAW FEWER PATRONS AT ALL SGLMG EVENTS.

ACTIVITIES
During Mardi Gras season over a hundred and sixty medical volunteers provided extensive medical coverage at five main events. The bulk of volunteers provided medical coverage at the parade and Mardi Gras party with additional volunteers situated in the Royal Hall of Industries.

ACHIEVEMENTS 2011/2012
This year has seen the medical team promoting a web based drug monitoring program which the team have some input into with other international experts. Also the medical teams’ experiences have been presented at the national drug and alcohol conference last October.

FUTURE PLANS
Further integrating the Legal Subcommittee in business planning and decision making; Formalising SGLMG’s engagement with partner firms and bolstering professional legal support; and Drafting a suite of precedent agreements to ensure a consistent approach to legal risk management.

FUTURE PLANS
The medical could not provide it’s professional service without the support of medical committee and Mardi Gras Board/CEO, also the ongoing support of the community.
**MARKETING & COMMUNICATIONS**

**ROLE**
The Marketing and Communications team, comprising full-time and part-time staff, contractors, interns and volunteers, is responsible for the planning and execution of SGLMG’s Marketing, Communications and Brand strategy.

**ACTIVITIES**
Responsible for planning and executing strategies across brand and creative direction, marketing, tourism and international promotion, communications and media relations.

**ACHIEVEMENTS 2011-12**
Online and social media channels were a key focus for marketing and communications in 2012.
- New social media profiles established on Google+, FourSquare, Instagram and Tumblr.
- Launched our first iPhone app, which was downloaded by 4067 people.
- SGLMG has become an authoritative voice in the social media realm, building and fostering a highly engaged community of followers (68,000 Facebook followers, up from 40,000 in 2011).
- The festival guide was released with four alternative covers for the first time, featuring members of Sydney’s own LGBTQI community. 80,000 copies were distributed around Australia and internationally.
- Through partnership with Pixelout in 2011, we established a petition in support of marriage equality on our Facebook page. This resulted in the delivery of 11,334 signatures of support to the Australian Senate’s Legal and Constitutional Affairs Committee Inquiry on the Marriage Equality Amendment Bill 2010.

**FUTURE PLANS**
Digital marketing and communications will be a key focus for Sydney Mardi Gras 2013, with planned enhancements to our web presence, an expanded suite of mobile Apps, and improved customer relationship management and e-marketing tools promising to further reducing our reliance on printed collateral and print media to promote the Festival and its events.

**WORKSHOP**

**ROLE**
To provide a space for artists and the LGBTQI community to collaborate in creating high-quality props, parade floats and scenic for SGLMG events.

**ACTIVITIES**
Providing expertise and advice to members of the LGBTQI community in the creation of their props, floats and scenic for Parade; building all props, scenic and floats for Sydney Gay and Lesbian Mardi Gras’ Parade, Fair Day, Party and Harbour Party; sourcing materials; supervising volunteers; giving media interviews about workshop activities; daily operation of the premises.

**ACHIEVEMENTS 2011/2012**
With 107 Redfern Street unavailable this year a workshop space was provided at 10A Wattle Street Pyrmont – thanks to the support of the City of Sydney and the Lord Mayor Clover Moore, as well as sponsorship from Google. Previously used for council storage the space was emptied and made ready by SGLMG Workshop Manager and members of his team. The workshop space was much smaller than Redfern and somewhat isolated from the community however that said several LGBTQI groups made use of the space and expertise on hand to assist with the design and building of their Parade entries. The lead Parade float and all of the elements that made up the K25 celebrations including 3 spectacular Faberge style eggs were constructed by the talented workshop team. Scenic elements and props were also created for Fair Day, Harbour Party and Mardigrasland Party.

**FUTURE PLANS**
The reintroduction of a workshop space over the past 2 seasons for LGBTQI community to construct their Parade entries and for SGLMG itself to design and construct some spectacular floats and scenic improving the overall artistic quality of the Parade, clearly demonstrates the need for a permanent workshop space. A space where community members and artists can come together to collaborate to make Sydney Mardi Gras Parade more fabulous each year, while allowing SGLMG to store and maintain assets that are an important part of our history and our legacy to future generations.

**EVENT FUNDRAISING**

**ROLE**
The team was created to develop a specialist fundraising workforce designed to manage event fundraising consistently across events and maximise the amount of donations from patrons.

**ACTIVITIES**
In 2011/12 the Event Fundraising team set out to streamline record-keeping as required by legislation and fundraising authority conditions issued by the Office of Liquor, Gaming and Racing.

**2011/2012 ACHIEVEMENTS**
At the events, the team aimed to match the record amount raised in 2010/11 by continuing proven fundraising techniques whilst piloting new activities for their ability to contribute to event fundraising targets. At Fair Day, the introduction of a new activity and the return of the Fair Day Raffle saw the team achieve a target of $36,000. Including takings at Big Gay Weekend and Drag Races the team raised a total of $42,174 over 2011/12.

**FUTURE PLANS**
In 2012/13, the team plans to improve on previous event fundraising totals while improving policies and procedures to ensure compliance with government requirements. The team plans on introducing a SGLMG Fundraising Policy and further refining fundraising procedures.

**INFORMATION TECHNOLOGY**

**ROLE**
To support the SGLMG Office computer network, using the services of volunteers.

**ACTIVITIES**
During the season the group performed user maintenance relating to PC hardware and software issues, advised on hardware and software purchases, maintained user virtual desk top and email accounts and developed and setup the beta version of the Big Gay Weekend website.
- External support is only engaged when IT problems exceed the workgroup skill base or available hours of the volunteers.

**2011/2012 ACHIEVEMENTS**
During the season each member of the work group is rostered on a fortnightly or as when required. The group meets on a regular basis throughout the year to progress and monitor ongoing tasks and projects.

**FUTURE PLANS**
The IT workgroup have recruited a new volunteer Ben who will be developing the online membership renewal system.

**APTIRA**

For the 2012 Mardi Gras Season, the IT Workgroup completed 77 requests ranging from setting up new user accounts and email addresses to handling specific requests regarding printer setup and user account space limitations.
Our investment in Parade included operating the community workshop, live screens, Parade audience special effects and Mardi Gras curated Parade floats, including a spectacular tribute to Kylie Minogue.

The workshop space however was less suitable than the Redfern facility used in 2011, due to its smaller size. Space in the workshop was very limited this year, and this is reflected in the numbers of community groups able to utilise the workshop’s support. With space at a premium, it nonetheless provided some ability for the community to connect with each other in a unique artistic atmosphere.

Securing a permanent workshop space is a top priority for SGLMG, and the best means to realise a significantly sustainable, higher artistic and entertainment standard of the Parade.

FESTIVAL

This year’s Festival returned to a three-week format, delivering an exciting program of arts and cultural events, as well as community, social and sporting activities.

Programmed by Sam Sweedman
Produced by Sam Sweedman, Liza Bahamondes & Khyrm Scott

There was considerable focus on extending visitation and enhancing the audience experience for our international and interstate tourists. Highlights of the tourist program included Bob Dovne’s Retro-Gras Ticket Dance at Upstairs Beresford, Mardi Gras Pool Party at Ivy Pool Club, Sundus Cruise on Sydney Harbour plus the Drag Races on Bondi Beach, hosted by Vanessa Wagner.

SGLMG also delivered a high quality visual and performing arts program through its relationships with cultural organisations and presenters, as well as through self-produced work. Highlights included the academic program, Queer Thinking, Diamonds Are For Trevor at State Theatre, The Year of Magical Wanking, presented with thisispopbaby in association with Sydney Theatre. La Soiree at Sydney Opera House, Queer Screen’s Mardi Gras Film Festival, the Australian premiere of The Temperamentals at New Theatre, as well as exhibitions at Gaffa, Gallery Barry Keldoulis and South Hill Gallery, to name a few.

The community program consisted of a wide range of activities, shows and sporting events across Sydney and the Greater Sydney area, connecting events across Sydney and the Greater Sydney area, connecting events across Sydney and the Greater Sydney area, connecting events across Sydney and the Greater Sydney area, connecting events across Sydney and the Greater Sydney area.

Highlights included Women Say Something, the Team Sydney Sports Festival, Harbour City Bears’ Bear Essentials, Flagcom and Friends’ Queer: 3rd Encounter of the 3rd Kind – a celebration of queer Filipino culture, and the Dykes on Bikes Bike and Tattoo Show.

The Mardi Gras Festival Bar once again took place at The Oxford Hotel, featuring an exciting program of events that showcased and celebrated the diversity of our communities. Major highlights included the much anticipated Mr and Ms Leather event.
MARDIGRASLAND
THE PARTY, produced in collaboration with mixitup
Entertainment Direction by Sam Sweedman
Party Direction By Damien Eames
Produced by Brad Wright & the talented Party Production Team

A sell-out Party, Mardigrasland was extremely successful, gaining international attention through the programming of world-renowned talent, such as Kylie Minogue, RuPaul, Sneaky Sound System, Chicane and Sam Sparro, as well as Australian talents Zoe Badwi, Sarah Macleod and Shauna Jensen. The success of the Party will carry well into 2013, ensuring a positive outlook for the organisation and the ability to attract high level talent for future years.

With a full house in attendance and a strong line-up of talent, including major local DJs and well-known international acts, such as MEN, JD Samson, Horse Meat Disco, Andy Butler, Wayne G and Andy Almighty, Sydney Mardi Gras Party re-established itself as the leading LGBTQI dance party event in the Southern Hemisphere and one of the leading dance parties in Australia.

The investment in high profile talent to perform was extremely successful, achieving visitation, increased likelihood of return visitation, as well as increased interest from artists, agents and touring companies for future involvement. High end production values also transformed the Party environment into a visual wonderland, with the return of lasers in the RHI, LED screens in the RHI, Hordern and Coachbay, as well as special effects and moving truss used in the Kylie show.

The success of the Party will carry well into 2013, ensuring a positive outlook for the organisation and the ability to attract high level talent for future years.

MG PARTY PROFIT
2008/09-2011/12

PROFIT vs PROFIT FROM PARTIES
2008/09-2011/12

PROFIT
TOTAL PARTIES PROFIT

TOTAL PROFIT vs MG PARTY PROFIT
2008/09-2011/12

PARTIES PROFIT

LANEWAY
RETURN OF THE LANEWAY
Entertainment Direction by Sam Sweedman
Produced by Sam Sweedman & Marcus O’Brien

A new event for the season, The Laneway was a sell-out success, providing a new income stream for Sydney Gay and Lesbian Mardi Gras and capturing visiting audiences for an extended stay in Sydney. Taking over The Beresford Hotel, Flinders Hotel and connecting Hill Street, the event brought back a nostalgic past-time of Mardi Gras audiences, while delivering a new festival experience. This time as a ticketed event, the majority of ticket revenue was invested in infrastructure required to produce the event, as well as the exciting line-up of talent, which featured the DE Experience, Zoe Badwi, Beni, Garcon Garcon and a host of local and international DJs. Not without its teething problems as a new event, the overall success and positive outcome lends itself to becoming a fixture on the Sydney Mardi Gras calendar in 2013.
HARBOUR/COOLCHANGE
presented in partnership with Gaydar and the Royal Botanical Gardens. Produced in collaboration with Fourth Wall Events

THE CHALLENGE FOR HARBOUR PARTY IN 2012 WAS TO INCREASE TICKET SALES ON 2011 AND DEVELOP A STANDALONE BRAND.

Creative Direction by Gill Minervini
Entertainment Direction by Sam Sweedman & Gill Minervini

Gill Minervini was engaged as Creative Director and conceived ‘CoolChange’, a vision for a more inclusive and artistically cohesive Harbour Party that appealed to a wider audience (especially women), with an enhanced focus on live performances, seating and cocktails al fresco and moving to Saturday, giving us more room to groove and time to play.

Beautifully framed by the world’s most stunning party setting – Sydney Harbour – Harbour ‘12 CoolChange aired its fresh new look for the season and threw its arms open wider than ever to welcome in the love.

Staging an event on this scale in an outdoor location represents a significant risk, and the relentless wet summer provided a challenging sales environment in the lead-up. Despite these challenges, Harbour ‘12: CoolChange was incredibly well-received although had lower numbers.

Harbour ‘12: CoolChange delivered an unforgettable party experience on one of the only sunny, balmy days of the summer and guests enjoyed amazing DJ talent, sensational performances by Rocco D’Amour and Paulini and the debut of our fireworks display that showered the city skyline with pride. We’re also ending one tradition and it’s the world’s most iconic outdoor party and it’s right here on our doorstep.

Entertainment included DJ Lee Dagger of Bimbo Jones, Oliviah DJ, Kate Monroe, Troy Cox, Random Soul and Richard Weiss.

FAIR DAY
Produced in collaboration with 32 Hundred Lighting

THROUGH NEGOTIATION WITH OUR SUPPLIERS AND A TIGHT CONTROL ON EQUIPMENT REQUIREMENTS, WE HAVE BEEN ABLE TO ACHIEVE SIGNIFICANT SAVINGS, AND CAN BEEN SEEN IN THESE 3 AREAS

• SECURITY COSTS
• STALL HIRE COSTS
• FENCING

Produced by Antony Read & the talented Fair Day Production Team
Entertainment Programming by Sam Sweedman

Production was maintained at a high level, and this was enhanced by a LED screen on the ANZ Main Stage, thus improving the general perception of a complete entertainment package and a more engaging visual feast.

Entertainment again was terrific under the guidance of Sam Sweedman, and with a few new initiatives such as the Micros Cooking Demonstration Kitchen stage in the main food area, which was followed by a DJ.

The Youth Hub was another great new initiative, which was partly able to happen because a City of Sydney grant. This was a great step forward to provide a space for Gay and Lesbian youth and a forum for their creativity.

Feedback from those who participated in Youth Hub was terrific, and will now be a permanent part of Fair Day.

The Fair Day Float, another newbie, was a fun and great start to this audience engagement exercise.

This year we had one less gate, this enabled us to reduce security and costs, it also meant that our volunteer requirement was less, taking pressure off our recruiting, and improved traffic flow through the main food area.

Fundraising achieved a great result under Blake Weti’s leadership, despite the current economic climate and heavy rain occurrences during the event.

Facebook check in point scenic elements, manned by volunteers, added colour and atmosphere. These were designed so people were able to check in to Fair Day on Facebook and have their photos taken in front of them with the help and encouragement of our volunteers. This was seen as an important new initiative.

The Gaydar Lounge was again a popular favourite, headlined by the Oxford Hustlers, James Tobin and Tom Kelly.

The main food area was also redesigned so to create more traffic through this area as well as to improve the amenity and atmosphere of the area. This did make an improvement to the area which stall holders commented on.

Further cost reduction could be made by redesigning some of the infrastructure placement and so reducing fencing and security.

Protecting the income streams of Fair Day is an imperative and needs to be looked at with a view to provide more resources being personnel and marketing support.

WOMEN SAY SOMETHING: WE ARE FAMILY + HEALTH CHECK
Produced by the talented Women’s Committee

Women Say Something is an event that brings women together to share their stories and struggles within our communities. The event brings a very diverse range of panelists together from all aspects of our local GLBTQI communities in addition to those who are in support of our causes and the causes of women in general.

The festival saw the inclusion of “Women Say Something: We are Family” for the second year running, this time partnering with ACON and selling out in record time. The Event was opened by The Hon Tanya Plibersek MP, Federal Minister for Health and combined a sit down dinner and two separate panels.

The two themes of “We are family” and “Health Check” explored the ideas around the families we create within our community and the recent SWASH (The Sydney Women and Sexual Health Survey) released by ACON in conjunction with Sydney University.

Panelists included Cheryl “Webby” Webster, Gretel Killeen, Professor Kerryn Phelps, Rocco D’Amore, Shelley Argent, Emma Tom, Siri May and AFI Award winner Anne Looby.

Women Say Something has built an active online community at facebook.com/womansaysomething and plans to be held every four months. A larger event is currently being planned for Mardi Gras Festival 2013.
**BIG GAY WEEKEND**

THE INAUGURAL BIG GAY WEEKEND (BGW) REPLACED SLAEGE BALL AND THE LONG WEEKEND AS A LOWER RISK FUNDRAISER FOR PARADE. WE TOOK THE OPPORTUNITY TO BUILD COMMUNITY ENGAGEMENT OUTSIDE OF SEASON BY WORKING WITH VENUES, BUSINESSES AND PROMOTERS TO ‘RECLAIM THE STRIP.’

Produced by James Bridge, Nicole Gaff & Marcus O’Brien

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**PARADE ENTRY TICKETING SCHEME (PETS)**

BGW took place from Friday 30th September to Monday 3rd October and delivered a ROI of 43% (compared to three years of losses from Sleaze) with donations equally split with Parade budget and Parade Community fund. BGW comprised of:

- Big Gay Friday as our main Oxford street event with bucket collections and participating venues putting on extra entertainment and selling wristbands with a donation to Mardi Gras. This supplemented by Mardi Gras activity at Taylor Square in partnership with gaydar.com.au.
- The rest of the weekend’s focus was on parties, from bigger events like Daywash, Glitter Ball, Homosexual White, to small niche parties like Loose Ends. Each generously donated a dollar amount per ticket sold.
- We thank James Bridge, Nicole Gaff, Marcus O’Brien, Damien Eames, Blake Weti, the Event Fundraising team volunteers, gaydar.com.au, Kinsela’s, Stonewall Hotel, Pony Lounge, The Oxford, The Midnight Shift, Arg, Ruby Rabbit, Nevermind, Stephen Craddock, Johan Khoury, Mel Fitzpatrick, Stephen Atkins, Tata Chambers, Gordon Richmond, Matt Vaughan, Matthew Parsons, Randel Morris, Jimmy Dee, Renee Schembri, Marc Kuzma, Lewis Oswald and Mikey Trotter for their generous support.

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**YOUTH FESTIVAL**

IN 2012 THE SYDNEY MARDI GRAS YOUTH FESTIVAL FEATURED EVENTS AND WORKSHOPS BY PREVIOUS PARTICIPANTS SUCH AS TWENTY10 AND AUSTRALIAN THEATRE FOR YOUNG PEOPLE.

Produced by Sam Sheedeman & Liza Bahamondes

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**CASH DONATIONS GIVEN & REVENUE**

- MCC revenue raised from Party cloakroom more than $7,000
- GLRL revenue raised from Harbour cloakroom $1099
- Donated over $24,531 in complimentary tickets to community groups for their fundraising activities
- Donated $15,000 to the GLRL from Harbour Party
- We donated a total of $6,000, including PETS contributions, to the Community Grants Program to support community participation in the Parade
- During 2011-12 we donated $15,000 to the GLRL
- Just over $55,000 was donated to community groups by SGLMG in 2012

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**DONATED TICKETS/CONTRA**

**KEY NUMBERS FOR COMPLIMENTARY TICKETS DONATED TO COMMUNITY ORGANISATIONS:**

**EVENT** | **NUMBER DONATED** | **TOTAL VALUE**
--- | --- | ---
Harbour ‘12 | 19 | $2,565
VIP launch party | 14 | $1,680
Club Tropicana Parade Viewing | 14 | $2,226
Mardigrasland Party | 140 | $18,060
**TOTAL** | **187** | **$24,531**

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**DONATIONS**

SGLMG DONATED COMPLIMENTARY TICKETS TO COMMUNITY GROUPS FOR THEIR FUNDRAISING ACTIVITIES INCLUDING LUNCHEON CLUB, ACON, BGF, GLRL, HARBOUR CITY BEARS, SYDNEY LEATHER PRIDE WEEK, LIFESAVERS WITH PRIDE, AME, COAST OUT, SYDNEY CONVICTS, FRUITS IN SUITS, QUEERSCREEN AND TWENTY10.
THE TEAM

BOARD MEMBERS AND ASSOCIATES

PETER URMSON
SIRI KOMMEDAHL
PHIL KERSHAW
DAMON HARTLEY
AMANDA KEELING
LIAM MILLER
PAUL SAVAGE
DAVID WILSON
PETER MUNRO
MARK BARBOUR
IAN WALKER

CHAIR
VICE-CHAIR
TREASURER
DIRECTOR
DIRECTOR
DIRECTOR
SECRETARY
ASSOCIATE
ASSOCIATE

STAFF

MICHAEL ROLIK
LIZA BAHAMONDES
SAM SWEEDMAN
PAUL HANSON
KATHERINE SHERRIE
GORDON WHEATLEY
JAMES RONGEN-HALL
DAMIEN EAMES

CEO
EXECUTIVE AND PRODUCTION ASSISTANT
FESTIVAL PROGRAM MANAGER
FINANCE AND OPERATIONS MANAGER
(oct - april 2012)

WEB SITE AND SOCIAL MEDIA MANAGER
FINANCE AND OPERATIONS ADMINISTRATOR
MARKETING & COMM MANAGER
(APRIL 2012+)

HEAD OF MARKETING/COMM
(APRIL - DEC 2011)

* CHAIR *** BOARD SPONSOR *** CHAIR & BOARD SPONSOR

COMMITTEES

AUDIT & RISK
Liam Buckley *
Phil Kershaw **
Gerard Gooden
Patricia Lam
Steph Sands
Peter Urmson

COMMUNITY ENGAGEMENT
Amanda Keeling **
Wayne Donnelly
Ben Grill
Janet Horton
Steven Moran
Isabella Navarrete
Derrick Sargo
Danielle Warby
Peter Urmson

FINANCE
David Wilson***
Lloyd Butler
Michael Douglas
Damon Hartley
Phil Kershaw
Peter Urmson

STRATEGIC
Michael Rolik *
Peter Urmson **
Phil Kershaw
Gill Minervini
Paul Savage

WOMEN
Steph Sands *
Peter Urmson
Liza Bahamondes
Belie Lee
Janine Tennille
Sam Turner
Sandee Virdi
Vanessa White

YOUTH
Liam Miller ***
Liza Bahamondes
Matthew Vaughan
Leah Weber
David Mann
Scott Williams

LEGAL
Tim Hewitt*
Peter Munro

NOMINATIONS & GOVERNANCE
Paul Savage ***
Michael Woodhouse

TEAMS

SPONSORSHIPS & PARTNERSHIPS
Greg Segal
Peita Dixon
Sarah Grant
Sarah Rogen
Amaelina Williams
mixitup
mixitup
mixitup
mixitup
mixitup

COSTUMES
Nigel Shaw
Matthew Aberline

EVENT FUNDRAISING TEAM
Blake Wet
Chay Abrahart
Jimmy Buck
John Hannaford
David Quinn

IT TEAM
Matthew Santon Rutherford*
Barry Taylor*
Mark Cassone
Daniel Marshall
Aptira Remote Desktop services partner

VOLUNTEER MANAGEMENT
Darren Bruce*
Janet Peters*
John Riveral
Che Bishop
Frank Iannilli
Chay Abrahart
Trent Bourne
Angela Bekesi
Chen Chen
Daniele Iezzi
Nicholas Elle
Michaela Maclachlan
Jen Carlin
Corey Gauci

TELEPHONE
Greig Sheridan

MEDICAL TEAM
Jem Masters*
Chris Hughes-Gage
Drew Burgess
Hayley Wyndham
Michael Davies
Michael Navy
Rita Farrugia
Robert Whitworth
Zintis Duckmant

VOLUNTEER DEVELOPMENT TEAM
John Riveral
Chris Johnson
Evan Gorges
Manny Paysan
Philip Burton
Jessica Booth
Luke Huggett
Grove Atkenhead

PRODUCTION TEAMS

FAIR DAY PRODUCTION TEAM
Antony Read
Eamonn Lorraine
Matthew Clark
Frank Iannilli
Louise Menicou
David Quinn
Sam Sweeney
Steven Lowe
Mike Whalley

HARBOUR PARTY
Gill Minervini
Daniel Jongen
Margot McTaggart
Grant Pisan
Trent Bourne
Peita Dixon
Sveta Gilerman
Michael Rolik
James Rongen-Hall
Sam Sweeney

WORKSHOP ARTISTS
Brendan Doran
Jane Becker
Ciaran Alcorn
Andrew Broadley
Gavin Murphy
Graham Reed
Simon Stratton

MARDIGRASLAND
Damien Eames
Sam Sweeney
Brad Wright
Trevor Ashley
Jac Bowie
Marc Cassone
Eamonn Lorraine
Stuart Doherty
Terri-Anne Duarte
Daniel Dunlop
Sveta Gilerman
Megan Hauptfleisch
David Hewitt
Nie Holland
Danny Lander
Sam Howie
Craig Maroun
Adam Love
Paul Lee Maynard
Jeff McBride
Peter McFarlane
Jesse Mattheson
Tim Moyes
Marcus O’Brien
James Rongen-Hall
Katherine Sherrie
Robbert Van der Zwaag
Rene Schembri
Danny Lander
Craig Maroun

PARADE PRODUCTION TEAM
Vicktork Petroff
Nicole Gaff
Ignatius Jones
Brandon Bear
Che Bishop
Cameron Dorrington
James Dowson
Meg Ebelt
Laura Jamieson
James Keldoulis
Cameron Moore
Harriet McGregor
Joel McKinnon
Jen Peters
Brenden Spencer
Dave Stevenson
Pen Walker
SEASON CONTRACTORS & VOLUNTEERS

VICKTOR PETROFF
PARADE PRODUCER

NICOLE GAFF
PARADE PRODUCTION COORDINATOR

SUETE GILERMAN
MARKETING & COMMS MANAGER - PARTIES

KATIE HOSKINS
MARKETING & COMMS MANAGER - PARADE

LEWIS OWALD
CREATIVE PERSON & GRAPHIC DESIGNER

ANDREW GEORGIOU
COPYWRITER

DAMIEN EAMES
PARTY DIRECTOR (JAN - MARCH 2012)

BRENDAN DORAN
WORKSHOP MANAGER

MARCUS O'BRIEN
LANEWAY PRODUCTION MANAGER

MARCUS GALLMORE
SEASON RECEPTIONIST

JANE BECKER
WORKSHOP CONSULTANT

KHM SCOTT
FESTIVAL ASSISTANT

HARRIET MCGREGOR
PARADE INTERN

CAMERON MOOR
PARADE INTERN

LANE SAINTY
MARKETING INTERN

EMMICA SCHLÖBOM
MARKETING INTERN

JORG CERDA-VARGAS

LIZA BAHAMONDES
EXECUTIVE & PRODUCTION ASSISTANT

GORDON WHEATLEY
FINANCE AND OPERATIONS ADMINISTRATOR

VICKTOR PETROFF
FESTIVAL PROGRAM MANAGER

SAM SWEEDMAN
FESTIVAL PROGRAM MANAGER

KATHERINE SHERRIE
WEBSITE & SOCIAL MEDIA MANAGER

KATHERINE joined SGLMG in December 2010 as a Marketing Intern, assisting with media accreditation, copy writing, social media and online content. She is the 2012 Website and Social Media Manager, and will be maintaining SGLMG's digital presence, as well as liaising with media, tourism operators and community groups. Prior to SGLMG, Katherine worked in consumer insights and strategy in the magazine industry, as well as doing some fashion PR, Katherine is also a Business student at the University of Sydney and is President of their LGBTQI student group ‘SHADES’.

MICHAEL ROLIK
CEO

With 19 large-scale, complex events under his belt, and 15 years of involvement with Mardi Gras Parade, Vicktor brings to his SGLMG role an invaluable depth of experience, which spans operations, broadcast, protocol, government relations, production as well as stage, volunteer and cast management of up to 10,000 people. Vicktor has worked on a diverse range of events from the Jeddah Economic Forum in Saudi Arabia to Sydney’s New Year’s Eve to the opening and closing ceremonies for the Olympic Games in Sydney, the Commonwealth Games in Manchester and the 15th Asian Games Doha in Qatar. Before his career in event management, Vicktor worked as a senior manager in the telecommunications sector.

LIZA BAHAMONDES
With ten years of experience as a senior manager and stylist in the fashion industry, Liza has brought a range of skills to her SGLMG role, including commercial, artistic and personnel management; and development of media and marketing strategies. For SGLMG, Liza provides support to the CEO and to the Festival Program Manager, as well as giving creative direction to the Youth Festival.

GORDON WHEATLEY
Gordon started with SGLMG in August 2004, having worked in administration at Sydney Pride Centre. In the early days of SGLMG, there were just two staff members – the General Manager and Gordon. During his time with the organisation, he saw SGLMG grow from these humble beginnings into a small team of highly dedicated staff. Gordon left the organisation this year after eight years. We would like to acknowledge and thank him for his contribution and dedication.

SAM SWEEDMAN
Sam joined the SGLMG team in 2009, bringing to the organisation a solid background and wealth of experience in the arts and events industries. He had spent eight years managing the production of events across multiple art forms, specialising in large-scale festivals. He has worked variously as a stage manager – across festivals, including Queensland Multicultural Festival; corporate productions and exhibitions; and theatre, notably with Indigenous company Koorna Jdarra – and production co-ordinator – again, for a wide range of events including the Brisbane Queer Film Festival, at Brisbane Powerhouse. His particular focus on cultural development has stood him in good stead to develop the Queer Thinking and cultural program for SGLMG.

DAMIEN EAMES
HEAD OF MARKETING AND COMMUNICATIONS

DAMIEN began his career in TV production and enjoyed a spell as an economic researcher for the UK Labour Party before getting involved with digital media and marketing. He produced the very first internet strategy for the BBC, the first major European Union report on internet pornography and created business plans for a host of new digital TV channels in the UK, Europe and Asia, as well as project managing the roll-out of Vodafone Live! across Europe. Within months of arriving in Sydney, he got involved in marketing and communications for SGLMG, firstly as a volunteer and then as a staff member. Damien left the organisation in 2012. We would like to thank him for his contribution and vision.

NICHOLE GAFF
PARADE PRODUCTION COORDINATOR

JAMES RONGEN-HALL
MARKETING & COMMUNICATIONS MANAGER

PAUL HANSON
FINANCE & OPERATIONS MANAGER

Prior to joining SGLMG in the lead up to the 2012 Festival, James spent five years in senior producing and production management roles at Sydney Opera House (SOH). During this time, James was involved in the development of festivals and major events such as Vivid Live, GRAPHIC, Spring Dance, Open Day and Summer at the House, as well as collaborating with SGLMG on numerous Sydney Mardi Gras Festival seasons presented at SOH.

PAUL has more than 12 years experience in ticketing and event management for commercial theatre, the arts, sport and major events. He brings a range of skills to his Mardi Gras role including membership program development, direct marketing, box office management and event operations. Paul gained his experience working on a diverse range of events including the Australian Open Tennis Grand Slam, NRL, arena concerts, music festivals, commercial theatre, symphony orchestras and the Sydney Royal Easter Show. For Mardi Gras, Paul focuses on financial management and improving back office operations.
MARDI GRAS
ANNUAL REPORT
2012
NEW MARDI GRAS LIMITED
FINANCIAL REPORT
ABN 87 102 451 785
FOR THE YEAR ENDED
31 MARCH 2012
THE ENCLOSED FINANCIAL STATEMENTS COVER THE YEAR ENDED 31 MARCH, 2012

This year New Mardi Gras Ltd (SGLMG) reports a deficit of $73,057.

Ticket sales were $2,164 million compared to $2,008 million in 2011. We produced an incredible Parade and Party, re-establishing the Mardi Gras brand as a LGBTQI iconic event that people come from near and far to enjoy and celebrate.

Whilst ticket sales were strong for Mardi Gras Party, Harbour Party was below expectations, Fair Day was impacted by wet weather and costs related to Parade and party production costs were higher than expected.

**BREAKDOWN**

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>FESTIVAL</strong></td>
<td>87,151</td>
<td>129,464</td>
<td>(42,313)</td>
<td>105,893</td>
<td>144,810</td>
<td>(38,917)</td>
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<td><strong>FAIR DAY</strong></td>
<td>165,921</td>
<td>183,103</td>
<td>(17,182)</td>
<td>213,044</td>
<td>202,042</td>
<td>11,002</td>
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<td><strong>PARADE</strong></td>
<td>196,530</td>
<td>747,509</td>
<td>(550,979)</td>
<td>118,864</td>
<td>626,088</td>
<td>(507,224)</td>
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<td><strong>PARTIES</strong></td>
<td>2,033,235</td>
<td>1,515,350</td>
<td>517,885</td>
<td>2,027,818</td>
<td>1,544,209</td>
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<td><strong>LANEWAY</strong></td>
<td>77,899</td>
<td>53,037</td>
<td>24,862</td>
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<td>-</td>
<td>-</td>
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<tr>
<td><strong>SPONSORSHIP &amp; GRANTS</strong></td>
<td>1,131,660</td>
<td>149,094</td>
<td>982,566</td>
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<td><strong>CONTRA</strong></td>
<td>355,697</td>
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<td>-</td>
<td>369,973</td>
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<tr>
<td><strong>MEMBERSHIP</strong></td>
<td>77,298</td>
<td>12,662</td>
<td>64,636</td>
<td>139,308</td>
<td>27,680</td>
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<td><strong>OTHER REVENUE/ OVERHEADS</strong></td>
<td>78,077</td>
<td>1,129,609</td>
<td>(1,052,532)</td>
<td>77,097</td>
<td>882,614</td>
<td>(805,517)</td>
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<td><strong>TOTALS</strong></td>
<td>4,202,468</td>
<td>4,275,525</td>
<td>(73,057)</td>
<td>3,814,976</td>
<td>3,948,654</td>
<td>(133,678)</td>
</tr>
</tbody>
</table>

**LANEWAY**

Laneway was the little event that could! Despite some reservations about ticketing what has historically been a free event and imposing modern crowd management and RSA controls, the event was a sell out and a fantastic success. Laneway made a profit of $24,861. Whilst not a significant profit, Laneway was a great example of a lower cost, lower risk profile event which helps to diversify profits away from our reliance on Mardi Gras Party.

**FESTIVAL**

Festival revenue struggled for most events in a difficult market for shows and festival events resulting in a loss for Festival 2012 of $42,313.

**FAIR DAY**

Fair Day produced a loss of $171,182 in 2012. Fair Day bucket collections were similar to last year’s record, however bar takings were significantly lower due to rain coming down mid-afternoon. The event had a fantastic attendance in ideal morning weather. We would expect a similar break-even or small profit for Fair Day in good weather. We had wet weather insurance to mitigate the risk of poor attendance as a result of bad weather however, not enough rain fell at Observatory Hill to trigger a claim.

**PARADE**

Considerable funds were invested in order to improve the world class production values of Parade. We also increased income from viewing, as well as continuing to develop revenue from vending.

**PARTIES**

Mardi Gras Party

We held ticket prices for Mardi Gras Party down against a backdrop of lower ticket sales in prior years, adverse economic conditions and feedback from other competing events that were not selling or being reduced in price, however, in retrospect, tickets should have been priced higher.

We were also restricted in the number of tickets that we could sell to Mardi Gras Party which resulted in tickets sold being lower than 2009 and significantly lower than 2008, despite strong demand that could have easily resulted in us reaching those numbers. This restriction in numbers will mean that we need to reconsider our Mardi Gras strategy for future year in terms of, either pricing of tickets if we cannot achieve higher capacity numbers, or in choice of venue for Mardi Gras Party.

Costs related to Parade and Party production costs were higher than expected.

**HARBOUR PARTY**

Despite Harbour Party ticket sales being impacted by Mardi Gras Party cannibalising attendance as party-goers chose one event over the other, costs were well managed and profit was in line with last year.

**WITH THANKS**

I would like to thank the many people and organisations who contributed to the 2012 Parade, Party and Season and we look forward to supporting our Parade, Party and Season in the future. It is only from your continuing long term support that our Parade, Party and Season are able to exist.

---

* each area includes a variety of income and expense types, the income statement shows individual income and expense types
** not including donations
SPONSORSHIP AND GRANTS
Destination NSW has invested in Mardi Gras again this year, to improve our events and to raise visitation to NSW and the economic value to NSW of our events. Destination NSW invested time, money and resources to help us to bring Kylie to Mardi Gras 2012. Destination NSW remains our single most important investor financially and strategically given the enormous impact of Mardi Gras on the NSW economy (approx. over $30 million per annum).

Strategically, we have delivered an incredible season, which will ensure the future growth and retention of our existing and new sponsors. We have created more value from our partnerships and delivered events which have showcased what they offer our community. SGLMG is meeting new expectations that reflect the changing nature of sponsorship, focusing on initiatives such as annual insight surveying, collaborative planning and new opportunities for sponsors and SGLMG to create value for each other. Our sponsors support us and our community and help us put on amazing events, please ensure you support our sponsors and use their products and services.

DIVERSIFICATION
As always, there is still a strong need to increase existing revenue streams, create new revenue streams from existing events and create new events to diversify our revenue base and decrease our reliance on Mardi Gras Party and sponsorship to deliver financial health.

2012 saw the introduction of Big Gay Weekend and the reintroduction of Laneway as a ticketed event.

The format and promotion of Women Say Something has been developed and has now become a core strategic event in line with our strategy of engaging more women in the organisation.

These events were all great examples of lower cost, lower risk profile events which help diversify profits away from our reliance on Mardi Gras Party and enhance our events and engage with our community.

A key objective of SGLMG in 2012 was to explore some of these options and start to develop these revenue streams. Whilst we had some success in 2012, 2013 will see increased efforts as we apply what we have learned and seek to maximise these opportunities.

DONATIONS
2012 saw a focus on increasing donations and we believe there is considerable upside in this area. SGLMG has always welcomed support from individuals in the community and has received donations from a number of those individuals during 2012. You can donate to SGLMG when you renew your membership, or at any time, simply by contacting SGLMG.

SGLMG is seeking to restructure itself to satisfy the requirements of the Australian Taxation Office to gain Donor Gift Recipient (DGR) status. Subsequent to year end, we have incorporated a subsidiary company, Mardi Gras Arts Limited, which has applied for registration on the register of cultural organisations in order to then apply for DGR status. This will allow donors to SGLMG to obtain income tax deductions in future.

The ultimate giving commitment from any individual is the naming of SGLMG in their will through a bequest that will continue to support SGLMG into the future.

CONTRA
The use of Contra is a valuable resource which we have continued to utilise during 2012. Going forward we will continue to pursue services and products in kind as in many cases, particularly with product sponsorships, contra is the most economic advantageous way for both parties to get the best out of the relationship.

MEMBERSHIP
Overall membership numbers were in line with 2011. Three-year memberships increased by 23%. A Membership Working Group is reviewing our membership structure and we will look at ways that we can enhance the benefits of becoming and remaining a member.

RESERVES
SGLMG still has significant cash reserves and has processes in place which are more focused on strong budget and cost controls which will allow SGLMG to maximise this cash position going forward.

The graph, above, sets out the cash reserves of SGLMG each year and profitability of each of those years. Whilst we still have greater reserves than we did at any time prior to 31 March, 2008, we have been working hard to return to profitability and start to build those reserves again.

We are heading in the right direction and we are still in a much stronger financial position than we have been for most of the current company’s existence and all of the former entity’s existence.

RESERVES VOLATILITY
The above graph shows the volatility of the impact on the cash reserves of SGLMG (including the predecessor organisation). Whilst the current impacts are still negative, the volatility of those impacts has been significantly reduced.

STRUCTURE
Post 2012 Season end, the structure of the organisation is being modified to focus greater attention on the costs of each event. An in-house Event Producer will be appointed to oversee other Event Producers, Event budgets and the production and delivery of Mardi Gras Party. Each Event Producer will be required to report to the Executive Event Producer as well as provide Event Cost Trackers to the Event Production Budget sub-committee, which is a sub-committee of the Finance Committee. This sub-committee has been established to review the Event Cost Trackers against set budgets and target dates on a regular basis to ensure that expenditure is tightly managed for major events.

The sub-committee will examine detail of the Event costs and line items and examine what monies are being committed to being spent. This additional check would support the Finance Committee, the Event Producer, the CEO and the Treasurer.

LOOKING FORWARD
The next couple of years continue to be critical to the operations of SGLMG.

Continued economic difficulty in our key overseas markets of USA, Europe and Great Britain and a sustained Australia Dollar will ensure that discretionary spending continues to be suppressed in the near future. A weaker economy will impact SGLMG attendance by both locals, interstate and overseas visitors and will make it challenging to rebuild reserves quickly. We expect a weak economic outlook to coincide with continued competition, increased costs and long-term challenges in attendance for major parties.

The return of Atlantis Cruises and international tourists as the Holland America Oosterdam sails into Sydney’s Gay and Lesbian Mardi Gras next year with a bigger and bolder all-gay cruise to Australia with 1,800 hot guests will help to ensure that Mardi Gras Parade and Party are packed full of hot guys and girls and sexy foreign accents! Combined with what will be an incredible 35th Anniversary Season, getting tickets early will be the key to you getting the most out of your fantastic Mardi Gras 2013!

Whilst SGLMG endeavours to remain focused on our mission and values by supporting the community, we have reduced our budgeted ticket levels to be more conservative to ensure we return to profitability in 2013.

SGLMG is confident that we will continue to provide the world’s premier LGBTQI event with the support of our volunteers, staff, sponsors and key stakeholders and working with our partners long into the future.

**SPONSORSHIP AND GRANTS**

*Destination NSW has invested in Mardi Gras again this year, to improve our events and to raise visitation to NSW and the economic value to NSW of our events. Destination NSW invested time, money and resources to help us to bring Kylie to Mardi Gras 2012. Destination NSW remains our single most important investor financially and strategically given the enormous impact of Mardi Gras on the NSW economy (approx. over $30 million per annum).*

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**DIVERSIFICATION**

*As always, there is still a strong need to increase existing revenue streams, create new revenue streams from existing events and create new events to diversify our revenue base and decrease our reliance on Mardi Gras Party and sponsorship to deliver financial health. 2012 saw the introduction of Big Gay Weekend and the reintroduction of Laneway as a ticketed event. The format and promotion of Women Say Something has been developed and has now become a core strategic event in line with our strategy of engaging more women in the organisation. These events were all great examples of lower cost, lower risk profile events which help diversify profits away from our reliance on Mardi Gras Party and enhance our events and engage with our community. A key objective of SGLMG in 2012 was to explore some of these options and start to develop these revenue streams. Whilst we had some success in 2012, 2013 will see increased efforts as we apply what we have learned and seek to maximise these opportunities.*
PETER URMSN

Experience and expertise

Director for 2 years and holds the Chair for the current year and was jointly Co-Chair last year. Peter is an experienced businessman having held CEO, COO and GM roles in Digital Businesses and Digital Business Solutions. Peter has operational strengths across complex structures with breadth of scale and diverse portfolios, including international experience in implementing organisational change to deliver growth and profitability. Peter has had extensive experience with community groups for over 18 years, including the Marriage Equality movement.

Special responsibilities

- Chair
- Women’s Committee
- Community Engagement Committee
- Strategy Committee

PHIL KERSHAW

Experience and expertise

Director and Treasurer for 2 years. Chartered Accountant with 11 years’ experience with Deloitte Touche Tohmatsu before holding senior positions in other organisations including Chief Financial Officer and Finance Director. Phil is also an experienced company director having served on numerous Boards, including publicly listed companies, superannuation trustee companies, joint venture companies, overseas companies and on a body corporate for a commercial property. Phil was appointed Treasurer in August 2010. Phil was a Patron of Midsumma in Melbourne before moving to Sydney in 2003.

Special responsibilities

- Treasurer
- Finance Committee
- Audit and Risk Committee
- Fundraising Committee
- Strategy Committee

PAUL SAVAGE

Experience and expertise

Director for 1 year. Paul is an experienced Director with the world’s largest Management Consulting Firm. Specialising in change leadership and management, he is a subject matter expert in the management of human capital including driving transformation across highly unionised public sector agencies, various not for profits and large industrial organisations. Paul has led some of the largest strategic change and communications projects in Australia, the UK and Europe and Papua New Guinea assisting organisations and government agencies with major reform programs.

Paul also assists organisations with the development and implementation of key people strategies including talent management solutioning, diversity and inclusion consulting and working with Boards and senior leadership teams in delivering Board and team effectiveness programs. He has over 10 years, hands on, HR operational experience in the public sector, telecommunications, manufacturing and steel industries and holds a BA(Hons) in Finance and a MSc in Human Resource Management.

Special responsibilities

- Nominations and Governance Committee
- Strategy Committee

PETER MUNRO (COMPANY SECRETARY)

Experience and Expertise

Peter took on the role of Company Secretary in March 2010. Peter has Bachelor’s degrees in Law and Communications and is a solicitor qualified to practice in a number of jurisdictions. Peter is employed as an in house counsel for one of Australia’s largest accounting firms.
**DAMON HARTLEY**  
**Experience and expertise**  
Director for 2 years. Damon's community involvement includes being a former Committee member and Treasurer of Pride in the 90s, long term supporter of BGF, and member of SGLMG Parade Committee from 2001 till 2003. Former Company Secretary of one of Australia's largest Audio Companies.  
Damon has 30 years experience in financial and office administration, production, and event management. Damon currently works as a teacher in the VET Sector, utilising his Advanced Diploma of Event Management, and has secondary work as a Producer, Production Manager and Operator in the Live Production Sector. Justice of the Peace for New South Wales.

**Special responsibilities**  
- Finance Committee

**LIAM MILLER**  
**Experience and expertise**  
Director for 1 year, Associate for 6 months. Bachelor of Commerce in Accounting and Finance as a UNSW Co-op Scholar. Liam has a strong background in entrepreneurship and business management. He was a UNSW Co-op Scholar where he completed a Bachelor of Commerce in Accounting and Finance before starting his first business upon graduation. He has since worked in a range of marketing, sales and general management roles and is currently the Founder and Managing Director for a health and fitness company. He has a strong history with volunteering and community initiatives for which he was awarded the Order of Australia Student Citizenship Award and appointed to the National Youth Roundtable and as Gold Coast Ambassador for the International Year of Volunteers.

**Special responsibilities**  
- Finance Committee
- Fundraising Committee

**DAVID WILSON**  
**Experience and expertise**  
Director for 2 years. Bachelor of Commerce (Accounting/IT) and a Master of Commerce (Organisational Behaviour/IT). He started his active Mardi Gras involvement several years ago with Fair Day. He has participated in that Working Group as the Volunteer Coordinator and as a key member of the Steering Group. David is an experienced company director having spent 7 years in this role for a large corporate Superannuation Trustee company. Initially entering the workforce as a nurse, he has spent the last 25 years working in a diverse range of IT roles with several large multinational companies.  

**Special responsibilities**  
- Finance Committee

**STEPHANIE SANDS**  
**Experience and expertise**  
Steph brought a wealth of community experience to the Board of directors having first served on the NMG phoenix Board from December 2002 until July 2005, two of these years as Co Chair of the organisation. She was an inaugural board member for the International Centre for Women Playwrights in 1995 and helped establish many small theatre groups in both regional NSW and Sydney from 1988 - 1997. Professionally, Steph has over fourteen years experience in digital marketing and communications having worked for many leading international advertising agencies.

**AMANDA KEELING**  
**Experience and expertise**  
Director for 1 year. Amanda holds a Masters in Communication Studies, a Bachelor of Arts (Hons) and Diploma in Project Management. Working as a media and communications consultant, Amanda’s experience ranges from marketing, research, strategy and business development, to client relations, production, media and communications. Amanda is currently on the Board of the ACON board.

**Special responsibilities**  
- Community Engagement Committee

**SIRI KOMMEDAHL**  
**Experience and expertise**  
Director for 1 year and Deputy Chair. Siri has worked professionally in IT senior management and consulting roles in both the US and Australia for the last 18 years, currently at Fairfax Media directing digital strategy and product development across multiple business units. A strong supporter of giving back to the community, she has served on several boards of non-profit organisations in the arts and for the LGBTQ community including the Human Rights Campaign, Zephyr Dance Company and 4 years on the ACON board.

**Special responsibilities**  
- Deputy Chair
- Fundraising Committee

**CATHERINE McCOURT**  
**Experience and expertise**  
Catherine has been involved in many community initiatives. Catherine was involved in a project addressing Mental Health awareness, tackling areas such as suicide prevention, early detection of depression and bipolar as well as a program to help remove the stigma associated with mental illness. In her professional life Catherine has worked as a Management Consultant for over 10 years with organisations such as IBM (previously PWC) and as Vice President for Cap Gemini Australia. Catherine has a Bachelor’s degree in Business and Economics and an MBA from London Business Scho

**JOSHUA KEECH**  
**Experience and expertise**  
Josh is qualified as a solicitor, and has tertiary degrees in law and business management. Professionally, Josh has spent several years working as a solicitor, including in a managerial role in local government. Josh has worked on youth projects and our police initiative, Project Blue. Josh has been involved with Mardi Gras since 2003 as a volunteer and later went on to have an active role in the gay and lesbian lifesaving organisation, Lifesavers With Pride
INTERESTS IN THE SHARES & OPTIONS OF THE COMPANY
NMG is a company limited by guarantee and accordingly as at the date of this report none of the directors held an interest in the company.

RESULTS
The loss of the company for the year after providing for income tax amounted to $73,057.

OPERATING RESULT
The loss of the company for the financial year amounted to $73,057 (2011: $133,678 loss). No income tax expense / benefit has been calculated on this current year loss or the previous year’s loss as NMG has self assessed itself as income tax exempt.

REVIEW OF OPERATIONS
A review of the operations of the company during the financial year and the results of those operations are contained in the Treasurer’s Report.

SIGNIFICANT CHANGES IN STATE OF AFFAIRS
There were no significant changes in the company’s state of affairs that occurred during the financial year, other than those referred to elsewhere in this report.

PRINCIPAL ACTIVITIES
The principal activities of the company during the year were the organisation and co-ordination of an annual LGBTIQ cultural and arts festival which produced events of celebration, commemoration and protest and engaged in other activities as a key part of advancing the community development and promoting the health and wellbeing of the gay, lesbian, bisexual, transgender, and queer community.

No significant change in the nature of these activities occurred during the year.

AFTER BALANCE DATE EVENTS
No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the company, the results of those operations, or the state of affairs of the company in future financial years.

LIKELY DEVELOPMENTS
Likely developments in the operations of the company and the expected results of those operations have not been included in this report as the directors believe, on reasonable grounds, that the inclusion of such information would be likely to result in unreasonable prejudice to the company.

ENVIRONMENTAL ISSUES
The company’s operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a State or Territory.

OPTIONS
No options over unissued shares or interests in the company were granted during or since the end of the year and there were no options outstanding at the end of the year.

INDEMNIFICATION OF OFFICER
During or since the end of the year, the company has given indemnity or entered an agreement to indemnify, or paid or agreed to pay insurance premiums as follows:

(i) The company has paid premiums in respect of a contract insuring the directors of the company and officers against a liability incurred as such a director of officer to the extent permitted by the Corporations Act 2001. Further disclosure required under section 300(9) of the Corporations Law is prohibited under the terms of the contract.

(ii) No indemnities have been given or insurance premiums paid, during, or since the end of the year, for any person who is or has been an auditor of the company.

AUDITOR’S INDEPENDENCE DECLARATION

A copy of the auditor’s declaration under section 307C of the Corporations Act 2001 in relation to the audit for the financial year is provided with this report.

PROCEEDINGS ON BEHALF OF THE COMPANY
No person has applied for leave of Court to bring proceedings on behalf of the company or 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 any part of those proceedings.

The company was not a party to any such proceedings during the year.

Signed in accordance with a resolution of the Board of Directors:

Peter Urmsion
Director

Phillip Kershaw
Director

Dated this 9th day of July 2012

AUDITOR’S INDEPENDENCE DECLARATION

to the Directors of New Mardi Gras Limited

In relation to our audit of the financial report of New Mardi Gras Limited for the financial year ended 31 March 2012, I declare that to the best of my knowledge and belief, there have been:

(i) No contraventions of the auditor independence requirements of 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.

PEROYS AUDIT & ASSURANCE

Terry Borella
Partner

PerOys Audit & Assurance

Sydney, 9 July, 2012
INDEPENDENT AUDIT REPORT
TO THE MEMBERS OF
NEW MARDI GRAS LIMITED

SCOPE
THE FINANCIAL REPORT AND DIRECTORS’ RESPONSIBILITY

We have audited the financial report of New Mardi Gras Limited (the “Company”), which comprises the income statement, statement of comprehensive income, balance sheet, statement of changes in equity, statement of cash flows, statement of significant accounting policies, other explanatory notes and the directors’ declaration for the year ended 31 March, 2012.

The directors of the Company are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Corporations Act 2001. This includes responsibility for the establishment and maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error and to assist in the preparation and fair presentation of the financial report that is free from material misstatement. The directors are also responsible for selecting and applying the accounting policies and accounting estimates inherent in the financial report.

AUDIT APPROACH

We have conducted an independent audit in order to express an opinion to the members of the Company. Our audit was conducted in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The nature of an audit and the procedures selected are influenced by factors such as the use of professional judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error, selective testing, the inherent limitations of internal controls, and the availability of persuasive rather than conclusive evidence. Therefore an audit cannot guarantee that all material misstatements have been detected.

Whilst we have considered the effectiveness of management’s internal controls when determining the nature and extent of our procedures, our audit was not designed to provide assurance on internal controls or expressing an opinion on the effectiveness of the Company’s internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

We formed our audit opinion on the basis of these procedures, which included:

- Examining, on a test basis, information to provide evidence supporting the amounts and disclosures in the financial report
- Assessing the appropriateness of the accounting policies, and disclosures used and the reasonableness of significant accounting estimates made by the directors as well as the overall presentation of the financial report
- Reading the other information in the Annual Report to determine whether it contains any material inconsistencies with the financial report.

AUDIT APPROACH (CONTINUED)

Our audit did not involve an analysis of the prudence of business decisions made by the directors or management of the Company.

The audit opinion expressed in this report has been formed on the above basis and we believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

INDEPENDENCE

In conducting our audit, we have complied with the independence requirements of the Corporations Act 2001.

AUDIT OPINION

In our opinion:

The financial report of the Company is in accordance with the Corporations Act 2001, including:

(i) giving a true and fair view, in all material respects, of the financial position of the Company’s financial position as at 31 March, 2012, and its financial performance and cash flows for the year ended on that date; and
(ii) complying with the Australian Accounting Standards (including the Australian Accounting Interpretations) and the Corporations Regulations 2001.

We also report that:

(i) the financial statements show a true and fair view of the financial result of fundraising appeals conducted during the year;
(ii) the accounts and associated records have been properly kept during the year in accordance with the Charitable Fundraising Act 1991 and the Regulations; and
(iii) the financial report expressed in this report has been formed on the above basis and we believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

DESCRIPTION OF EMPHASIS OF MATTER

Without qualification to the opinion above, attention is drawn to the fact that, as is common for organisations of this type, New Mardi Gras Limited derives a portion of its cash income from functions, subscriptions, and fundraising and it is not practicable for New Mardi Gras Limited to maintain an effective system of internal control over such transactions until their initial entry in the accounting records and bank accounts. Accordingly, our audit in relation to those activities was limited to amounts recorded and we have been unable to independently verify whether the amounts received from these sources have been properly accounted for.

PEROYS AUDIT & ASSURANCE

Terry Borella
Partner
Peroys Audit & Assurance
Sydney, 9 July, 2012
### Income Statement

**For the Year Ended 31 March 2012**

<table>
<thead>
<tr>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Ticket Sales</td>
<td>2,164,126</td>
<td>2,008,299</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>1,128,400</td>
<td>762,875</td>
</tr>
<tr>
<td>Membership Income</td>
<td>75,847</td>
<td>137,108</td>
</tr>
<tr>
<td>Stallholder Fees</td>
<td>90,618</td>
<td>126,557</td>
</tr>
<tr>
<td>Sale of Goods</td>
<td>81,909</td>
<td>125,369</td>
</tr>
<tr>
<td>Licence Fees</td>
<td>84,112</td>
<td>64,789</td>
</tr>
<tr>
<td>Interest Income</td>
<td>18,696</td>
<td>23,061</td>
</tr>
<tr>
<td>Festival Revenue</td>
<td>87,151</td>
<td>105,893</td>
</tr>
<tr>
<td>Contra Revenue</td>
<td>355,697</td>
<td>369,975</td>
</tr>
<tr>
<td>Parade Entry Fees</td>
<td>25,282</td>
<td>16,323</td>
</tr>
<tr>
<td>Donations</td>
<td>77,880</td>
<td>71,600</td>
</tr>
<tr>
<td>Advertising Income</td>
<td>-</td>
<td>1,600</td>
</tr>
<tr>
<td>Other Income</td>
<td>12,550</td>
<td>1,529</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,202,468</strong></td>
<td><strong>3,814,976</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy Costs</td>
<td>11,709</td>
<td>10,592</td>
</tr>
<tr>
<td>Employee Benefits Expense</td>
<td>569,866</td>
<td>514,372</td>
</tr>
<tr>
<td>Amounts Paid to Contractors</td>
<td>566,921</td>
<td>514,876</td>
</tr>
<tr>
<td>Insurance</td>
<td>96,095</td>
<td>105,529</td>
</tr>
<tr>
<td>Venue Hire</td>
<td>226,412</td>
<td>342,587</td>
</tr>
<tr>
<td>Amortisation of Intangible Software</td>
<td>11,345</td>
<td>8,778</td>
</tr>
<tr>
<td>Depreciation of Property, Plant and Equipment</td>
<td>27,868</td>
<td>26,011</td>
</tr>
<tr>
<td>Operating Lease Rental Expenses</td>
<td>56,188</td>
<td>65,302</td>
</tr>
<tr>
<td>Marketing &amp; Communications</td>
<td>245,621</td>
<td>201,660</td>
</tr>
<tr>
<td>Security</td>
<td>192,805</td>
<td>205,330</td>
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<tr>
<td>Entertainment</td>
<td>433,828</td>
<td>166,993</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>9,519</td>
<td>7,085</td>
</tr>
<tr>
<td>Cost of Ticketing</td>
<td>8,023</td>
<td>84,879</td>
</tr>
<tr>
<td>Equipment Hire</td>
<td>984,143</td>
<td>900,589</td>
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<tr>
<td>License Expenses</td>
<td>119,183</td>
<td>113,708</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>49,357</td>
<td>42,782</td>
</tr>
<tr>
<td>Contra Expenses</td>
<td>355,697</td>
<td>369,973</td>
</tr>
<tr>
<td>Donations</td>
<td>24,113</td>
<td>2,621</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>286,832</td>
<td>264,987</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,275,525</strong></td>
<td><strong>3,948,654</strong></td>
</tr>
</tbody>
</table>

### Statement of Comprehensive Income

**For the Year Ended 31 March 2012**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit / (Loss) Before Income Tax Expense (Income Tax Benefit)</td>
<td>(73,057)</td>
<td>(133,678)</td>
</tr>
<tr>
<td>Income Tax Benefit (Income Tax Expense)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Profit / (Loss) for the Year Attributable to Members of the Entity</td>
<td>(73,057)</td>
<td>(133,678)</td>
</tr>
<tr>
<td>Other Comprehensive Income</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Income Tax Benefit (Income Tax Expense)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Comprehensive Income, Net of Tax</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Comprehensive Income for the Year, Net of Tax</td>
<td>(73,057)</td>
<td>(133,678)</td>
</tr>
<tr>
<td>Total Comprehensive Income Attributable to Members of the Entity</td>
<td>(73,057)</td>
<td>(133,678)</td>
</tr>
</tbody>
</table>
### Balance Sheet

**As at 31 March 2012**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>6</td>
<td>1,586,516</td>
</tr>
<tr>
<td>Trade and Other Receivables</td>
<td>7</td>
<td>505,095</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>8</td>
<td>74,214</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td></td>
<td>2,145,825</td>
</tr>
<tr>
<td><strong>Non Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, Plant and Equipment</td>
<td>9</td>
<td>68,445</td>
</tr>
<tr>
<td>Intangible Assets</td>
<td>10</td>
<td>45,231</td>
</tr>
<tr>
<td><strong>Total Non Current Assets</strong></td>
<td></td>
<td>113,676</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td></td>
<td>2,259,501</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and Other Payables</td>
<td>11</td>
<td>1,387,885</td>
</tr>
<tr>
<td>Other Current Liabilities</td>
<td>12</td>
<td>35,100</td>
</tr>
<tr>
<td>Provisions</td>
<td>13</td>
<td>7,780</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td></td>
<td>1,430,855</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td></td>
<td>1,430,855</td>
</tr>
</tbody>
</table>

### Statement of Changes in Equity For the Year Ended 31 March 2012

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Equity at the Beginning of the Financial Year</td>
<td></td>
<td>901,703</td>
</tr>
<tr>
<td>Profit / (Loss) for the Year</td>
<td>(73,057)</td>
<td>(133,678)</td>
</tr>
<tr>
<td>Total Equity at the End of the Financial Year</td>
<td></td>
<td>828,646</td>
</tr>
</tbody>
</table>

### Statement of Cash Flows

**For the Year Ended 31 March 2012**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Flow from Operating Activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts from Customers (inclusive of Goods and Services Tax)</td>
<td></td>
<td>4,110,352</td>
</tr>
<tr>
<td>Payments to Suppliers and Employees (inclusive of Goods and Services Tax)</td>
<td></td>
<td>(3,834,599)</td>
</tr>
<tr>
<td>Interest Received</td>
<td></td>
<td>18,896</td>
</tr>
<tr>
<td><strong>Net Cash from (used in) Operating Activities</strong></td>
<td></td>
<td>294,849</td>
</tr>
<tr>
<td>Cash Flow from Investing Activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payment for Property, Plant &amp; Equipment</td>
<td></td>
<td>(15,753)</td>
</tr>
<tr>
<td>Payment for Intangible Assets</td>
<td></td>
<td>(15,987)</td>
</tr>
<tr>
<td>Net Cash Used in Investing Activities</td>
<td></td>
<td>(31,740)</td>
</tr>
<tr>
<td>Net Increase (Decrease) in Cash Held</td>
<td></td>
<td>262,909</td>
</tr>
<tr>
<td>Cash at Beginning of Financial Year</td>
<td></td>
<td>1,303,607</td>
</tr>
<tr>
<td><strong>Cash at End of Financial Year</strong></td>
<td></td>
<td>1,566,516</td>
</tr>
</tbody>
</table>
The financial statements are for New Mardi Gras Limited (the “Company” and “NMG”) as an individual entity. NMG is a company limited by guarantee, incorporated and domiciled in Australia.

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated. The financial statements are for the entity consisting of NMG.

(A) BASIS OF PREPARATION

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board and the Corporations Act 2001. NMG is a not-for-profit entity for the purpose of preparing the financial statements.

(i) Compliance with Australian Accounting Standards – Reduced Disclosure Requirements

The financial statements of NMG comply with Australian Accounting Standards – Reduced Disclosure Requirements as issued by the Australian Accounting Standards Board (AASB) and requirements of the NSW Charitable Fundraising Act and Regulations.

(ii) New and amended standards adopted by the Company

None of the new standards and amendments to standards that are mandatory for the first time for the financial year beginning 1 April 2011 affected any of the amounts recognised in the current period or any prior period and are not likely to affect future periods.

(iii) Early adoption of standards

The Company has not elected to apply any pronouncements before their operative date in the annual reporting period beginning 1 April 2011.

(iv) Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of available-for-sale financial assets, financial assets and liabilities (including derivative instruments) at fair value through profit or loss, certain classes of property, plant and equipment and investment property.

(v) Critical accounting estimates

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying NMG’s accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant for the financial statements, are disclosed in note 5.

(B) FOREIGN CURRENCY TRANSLATION

(i) Functional and presentation currency

Items included in the financial statements of NMG are measured using the currency of the economic environment in which the entity operates (“the functional currency”). The financial statements are presented in Australian dollars, which is NMG’s functional and presentation currency.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss, except when they are deferred and qualifying net investment hedges or are attributable to part of the net investment in a foreign operation.

Foreign exchange gains and losses that relate to borrowings are presented in the income statement, with finance costs. All other foreign exchange gains and losses are presented in the income statement on a net basis within other income or other expenses.

(C) REVENUE RECOGNITION

(i) Sale of goods – retail

The Company sells tickets to events through third party ticket agencies. Revenue from the sale of tickets to events is recognised upon delivery of the service to the customer. Third party ticketing agencies usually remit ticket money within 14 days of the event being held. Revenue from the sale of other goods to customers is recorded on delivery of the goods to customers.

(ii) Sponsorship income

Revenue from donations is recognised when the company receives donations or where the company has an unconditional commitment from the donor.

(vi) Revenue from membership subscriptions

Revenue from members’ subscriptions revenue is recognised at the point in time when substantially all of the benefits are received by the members. Revenue is recognised when the Sydney Gay & Lesbian Mardi Gras season occurs, at which time members are able to receive the benefit of discounted tickets to events. Deferred membership revenue is carried forward for 3 years. Memberships extending to seasons 2013 and 2014.

(vii) Other revenue

Other revenue is recognised when the right to receive the revenue has been established.

(D) GOVERNMENT GRANTS

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and NMG will comply with all attached conditions. Government grants relating to costs are deferred and recognised in the profit or loss over
NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

the period necessary to match them with the costs that they are intended to compensate. Government grants relating to the purchase of property, plant and equipment are included in non-current liabilities as deferred income and are credited to profit or loss on a straight-line basis over the expected lives of the related assets.

(E) INCOME TAX
No income tax expense or revenue for the period has been recorded (Note 4).

(F) LEASES
Leases in which a significant portion of the risks and rewards of ownership are not transferred to NMG as lessee are classified as operating leases (note 20). Payments made under operating leases (net of any incentives received from the lessor) are charged to profit or loss on a straight-line basis over the period of the lease.

(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 provision for impairment. 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 NMG 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 or 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 short-term receivables are not discounted if the effect of discounting is immaterial.

The amount of the impairment loss is recognised in profit or loss within 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) OTHER FINANCIAL ASSETS
NMG has not designated any financial assets as at fair value through profit or loss.

(J) PROPERTY, PLANT AND EQUIPMENT
All property, plant and equipment are 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 NMG 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 period in which they are incurred.

Depreciation on other assets 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 lease term as follows:

Leasehold improvements 5 years
Plant and equipment 5 years

The assets’ 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.

(K) INTANGIBLE ASSETS
(1) Trademarks and licences
Trademarks and licences have a finite useful life and are carried at cost less accumulated amortisation and impairment losses. Amortisation is calculated using the straight-line method to allocate the cost of trademarks and licences over their estimated useful lives, which vary from 10 to 30 years.

(ii) Software including Website development
Acquisition costs incurred in developing the Website and acquiring software and licences that will contribute financial benefits to future period through revenue generation and/or cost reduction are capitalised to software. Amortisation is calculated on a straight-line basis over periods over 4 years.

(L) TRADE AND OTHER PAYABLES
These amounts represent liabilities for goods and services provided to NMG 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.

(M) EMPLOYEE BENEFITS
(1) Short-term obligations
Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulating sick leave expected to be settled within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees’ services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The
liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

(ii) Termination benefits
Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts voluntary redundancy in exchange for these benefits. NMG recognises termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or to providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

(iii) Retirement benefit obligations
Contributions are made by the company to an employee superannuation fund are recognised in the balance sheet as a liability, after deducting any contributions already paid and in the income statement as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payment is available.

(N) GOING CONCERN
NMG will always rely on the support for its events from members, non members and sponsors. The directors believe that through tight budgetary controls and effective cash management, the company will continue to operate and provide services to its members, non members and the community as a whole.

(O) IMPAIRMENT OF ASSETS
Assets with an indefinite useful life are not amortised but are tested annually for impairment in accordance with AASB 136. Assets subject to annual depreciation or amortisation are reviewed for impairment whenever events or circumstances arise that indicates that the carrying amount of the asset may be impaired. An impairment loss is recognised where the carrying amount of the asset exceeds its recoverable amount. The recoverable amount of an asset is defined as the higher of its fair value less costs to sell and value in use.

(P) COMPARATIVE FIGURES
Where required by Accounting Standards comparative figures have been adjusted to conform with changes in presentation for the current financial year.

(Q) 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 components 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.

(R) NEW ACCOUNTING STANDARDS AND INTERPRETATIONS
Certain new accounting standards and interpretations have been published that are not mandatory for 31 March 2012 reporting periods. NMG’s assessment of the impact of these new standards and interpretations is set out below.

(i) AASB 9 Financial Instruments, AASB 2009-11 Amendments to Australian Accounting Standards arising from AASB 9 and AASB 2010–7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) (effective from 1 January 2013*), AASB 9 Financial Instruments addresses the classification, measurement and de-recognition of financial assets and financial liabilities. The standard is not applicable until 1 January 2013* but is available for early adoption.

There will be no impact on NMG’s accounting for financial liabilities, as the new requirements only affect the accounting for financial liabilities that are designated at fair value through profit or loss and NMG does not have any such liabilities.

The de-recognition rules have been transferred from AASB 139 Financial Instruments: Recognition and Measurement and have not been changed. NMG has not yet decided when to adopt AASB 9.

* In December 2011, the IASB delayed the application date of IFRS 9 to 1 January 2015. The AASB is expected to make an equivalent amendment to AASB 9 shortly.

(ii) AASB 10 Consolidated Financial Statements, AASB 11 Joint Arrangements, AASB 12 Disclosure of Interests In Other Entities, revised AASB 127 Separate Financial Statements and AASB 128 Investments in Associates and Joint Ventures and AASB 2011–7 Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards (effective 1 January 2013)
In August 2011, the AASB issued a suite of five new and amended standards which address the accounting for joint arrangements, consolidated financial statements and associated disclosures. AASB 10 replaces all of the guidance on control and consolidation in AASB 127 Consolidated and Separate Financial Statements, and Interpretation 12 Consolidation – Special Purpose Entities.

The core principle that a consolidated entity presents a separate set of financial statements as if they are a single economic entity remains unchanged, as do the mechanics of consolidation.

However, the standard introduces a single definition of control that applies to all entities. It focuses on the need to have both power and rights or exposure to variable returns. Power is the current ability to direct the activities that significantly influence returns. Returns must vary and can be positive, negative or both. Control exists when the investor can use its power to affect the amount of its returns. There is also new guidance on participating and protective rights and on agent/ principal relationships.

While NMG does not expect the new standard to have a significant impact on its composition, it has yet to perform a detailed analysis of the new guidance.

AASB 11 introduces a principles based approach to accounting for joint arrangements. The focus is no longer on the legal structure of joint arrangements, but rather on how rights and obligations are shared by
the parties to the joint arrangement. Based on the assessment of rights and obligations, a joint arrangement will be classified as either a joint operation or a joint venture. Joint ventures are accounted for using the equity method, and the choice to proportionately consolidate will no longer be permitted. Parties to a joint operation will account their share of revenues, expenses, assets and liabilities in much the same way as under the previous standard. AASB 11 also provides guidance for parties that participate in joint arrangements but do not share joint control.

NMG's has no joint venture investments. Application of this standard by NMG will not affect any of the amounts recognised in the financial statements, but may impact the type of information disclosed in relation to NMG's future investments.

Amendments to AASB 128 provide clarification that an entity continues to apply the equity method and does not re-measure its retained interest as part of ownership changes where a joint venture becomes an associate, and vice versa. The amendments also introduce a "partial disposal" concept. NMG is still assessing the impact of these amendments. NMG does not expect to adopt the new standards before their operative date. They would therefore be first applied in the financial statements for the annual reporting period ending 30 June 2014.

(iii) AASB 13 Fair Value Measurement and AASB 2011-8 Amendments to Australian Accounting Standards arising from AASB 13 (effective 1 January 2013)

AASB 13 was released in September 2011. It explains how to measure fair value and aims to enhance fair value disclosures. NMG has yet to determine which, if any, of its current measurement techniques will have to change as a result of the new guidance. It is therefore not possible to state the impact, if any, of the new rules on any of the amounts recognised in the financial statements. However, application of the new standard will impact the type of information disclosed in the notes to the financial statements. NMG does not intend to adopt the new standard before its operative date, which means that it would be first applied in the annual reporting period ending 30 June 2014.

(iv) Revised AASB 119 Employee Benefits, AASB 2011-10 Amendments to Australian Accounting Standards arising from AASB 119 (September 2011) and AASB 2011-11 Amendments to AASB 119 (September 2011) arising from Reduced Disclosure Requirements (effective 1 January 2013)

In September 2011, the AASB released a revised standard on accounting for employee benefits. It requires the recognition of all re-measurements of defined benefit liabilities/assets immediately in other comprehensive income (removal of the so-called 'corridor' method) and the calculation of a net interest expense or income by applying the discount rate to the net defined benefit liability or asset. This replaces the expected return on plan assets that is currently included in profit or loss. The standard also introduces a number of additional disclosures for defined benefit liabilities/assets and could affect the timing of the recognition of termination benefits. The amendments will have to be implemented retrospectively. Had NMG adopted the new rules in the current reporting period, profit or loss would not have. NMG has not yet decided when to adopt the new standard.

There are no other standards that are not yet effective and that are expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

(S) CONSOLIDATIONS

NMG incorporated a subsiduary, Mardi Gras Arts Ltd, on 4 June 2012. This financial report is reporting only the results of NMG for the year ended 31 March 2012. Future years will report consolidated results of both entities.

NOTE 2:
CORPORATE INFORMATION

ABN 87 102 451 785
The financial report of NMG for the year ended 31 March 2012 was authorised for issue in accordance with a resolution of the directors on 7 July 2012.

NMG is a company limited by guarantee and incorporated in Australia.

The nature of the operations and principal activities of NMG are included in the review of operations and activities in the Director’s report on pages 37-46.

The Director’s report does not form part of this financial report.

The name ‘Sydney Gay and Lesbian Mardi Gras’ is a trading name and is a registered business name of New Mardi Gras Limited. The legal entity has not changed, but the trading name has.

The registered office and principal place of business is:

Suite 6, 94 Oxford Street,
Darlinghurst NSW 2011

Telephone: 02 9383 0900
Facsimile: 02 9383 0986
Email: newmardi@newmardi.com.au
Web address: mardigras.org.au

NOTE 3:
FINANCIAL RISK MANAGEMENT

NMG’s activities expose it to a variety of financial risks: market risk (including currency risk, interest rate risk and price risk), credit risk and liquidity risk. NMG’s overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of NMG.

NMG does not use derivative financial instruments because NMG does not have direct interest rate risk, borrowings and direct currency exposures for overseas artists are minimal and limited in terms of timing and as such, they are not hedged and they are converted to foreign currency at the date of payment of the fees.
Notes to the Financial Statements

Note 4: Income Tax
NMG has sought and received independent advice confirming that the company is income tax exempt for the periods ended 30 June 2003, 2004 and 2005, and continued to self assess for the years ended 30 June 2006, 30 June 2007, for the nine months ended 31 March 2008, and the years ended 31 March 2009, 31 March 2010, 31 March 2011 and 31 March 2012.

Note 5: Critical Accounting Estimates and Judgments
Estimates and judgments 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.

NMG does not believe that any significant judgments, estimates and assumptions have been made in applying accounting policies that will impact upon amounts recognised in the financial statements.

Note 6: Cash and Cash Equivalents

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash on hand</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>Cash at bank</td>
<td>1,566,216</td>
<td>1,303,307</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,566,516</td>
<td>1,303,607</td>
</tr>
</tbody>
</table>

(a) Reconciliation to cash at the end of the year
The above figures agree to cash at the end of the financial year as shown in the statement of cash flows.

(b) Risk exposure
The group’s exposure to interest rate risk is discussed in note 3. The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of cash and cash equivalents mentioned above.

Note 7: Trade and Other Receivables

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade receivables</td>
<td>311,355</td>
<td>238,155</td>
</tr>
<tr>
<td>Other receivables</td>
<td>193,740</td>
<td>137,057</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>505,095</td>
<td>375,212</td>
</tr>
</tbody>
</table>

(a) Impaired receivables
As at 31 March 2012, there were no impaired trade receivables or other receivables.

(b) Past due but not impaired
As at 31 March 2012, trade receivables of $197,460 (2011 – $2,775) were past due but not impaired.

These relate to a number of independent customers for whom there is no recent history of default. The ageing analysis of these trade receivables is as follows:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to three months</td>
<td>197,460</td>
<td>2,775</td>
</tr>
</tbody>
</table>

The trade receivables of $113,895 and current other receivables of $193,740 are not past due. Based on the credit history, it is expected that these amounts will be received when due. The Company does not hold any collateral in relation to these receivables.

(c) Other receivables
These amounts generally arise from transactions which had not been invoiced as at year end, but accrued to match revenues with expenses incurred.

Note 8: Other Current Assets

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepayments</td>
<td>49,534</td>
<td>59,591</td>
</tr>
<tr>
<td>Bonds &amp; Deposits</td>
<td>24,680</td>
<td>16,308</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>74,214</td>
<td>75,899</td>
</tr>
</tbody>
</table>

(a) Impaired other current assets
As at 31 March 2012, there were no impaired other current assets.

(b) Past due but not Impaired
As at 31 March 2012, there are no past due other current assets.

(c) Other current assets
Prepayments include annual policies of insurance which are amortised over the life of the policy. Bonds & Deposits are non interest bearing and represent security deposits.
### Note 9: Property Plant and Equipment

#### Property, Plant and Equipment

<table>
<thead>
<tr>
<th></th>
<th>($) 2012</th>
<th>($) 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Plant and Equipment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost or Fair Value</td>
<td>92,512</td>
<td>76,759</td>
</tr>
<tr>
<td>Accumulated Depreciation</td>
<td>(58,340)</td>
<td>(46,037)</td>
</tr>
<tr>
<td></td>
<td>34,172</td>
<td>30,722</td>
</tr>
<tr>
<td><strong>Leasehold Property</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost or Fair Value</td>
<td>77,827</td>
<td>77,827</td>
</tr>
<tr>
<td>Accumulated Depreciation</td>
<td>(43,554)</td>
<td>(27,989)</td>
</tr>
<tr>
<td></td>
<td>34,273</td>
<td>49,838</td>
</tr>
<tr>
<td><strong>Total Plant and Equipment</strong></td>
<td>68,445</td>
<td>80,560</td>
</tr>
</tbody>
</table>

#### (a) Movements in Carrying Amounts

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year.

<table>
<thead>
<tr>
<th></th>
<th>($) 2012</th>
<th>($) 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2012</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening Net Book Amount</td>
<td>30,722</td>
<td>49,838</td>
</tr>
<tr>
<td>Additions</td>
<td>15,753</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation Charge</td>
<td>(12,303)</td>
<td>(15,565)</td>
</tr>
<tr>
<td>Closing Net Book Amount</td>
<td>34,172</td>
<td>34,273</td>
</tr>
<tr>
<td><strong>2011</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening Net Book Amount</td>
<td>39,745</td>
<td>65,403</td>
</tr>
<tr>
<td>Additions</td>
<td>1,423</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation Charge</td>
<td>(10,446)</td>
<td>(15,565)</td>
</tr>
<tr>
<td>Closing Net Book Amount</td>
<td>30,722</td>
<td>49,838</td>
</tr>
</tbody>
</table>

### Note 10: Intangible Assets

#### Intangible Assets

<table>
<thead>
<tr>
<th></th>
<th>($) 2012</th>
<th>($) 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Software</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost or Fair Value</td>
<td>50,156</td>
<td>39,017</td>
</tr>
<tr>
<td>Accumulated Amortisation</td>
<td>(24,554)</td>
<td>(14,186)</td>
</tr>
<tr>
<td></td>
<td>25,602</td>
<td>24,831</td>
</tr>
<tr>
<td><strong>Trademarks and Domain Names</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost or Fair Value</td>
<td>20,729</td>
<td>15,880</td>
</tr>
<tr>
<td>Accumulated Amortisation</td>
<td>(1,100)</td>
<td>(123)</td>
</tr>
<tr>
<td></td>
<td>19,629</td>
<td>15,757</td>
</tr>
<tr>
<td><strong>Total Intangible Assets</strong></td>
<td>45,231</td>
<td>40,588</td>
</tr>
</tbody>
</table>

#### 2012

<table>
<thead>
<tr>
<th></th>
<th>($) Software</th>
<th>($) Trademarks &amp; Domain Names</th>
<th>($) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Net Book Amount</td>
<td>24,832</td>
<td>15,757</td>
<td>40,589</td>
</tr>
<tr>
<td>Additions</td>
<td>11,138</td>
<td>4,849</td>
<td>15,987</td>
</tr>
<tr>
<td>Depreciation Charge</td>
<td>(10,368)</td>
<td>(977)</td>
<td>(11,345)</td>
</tr>
<tr>
<td>Closing Net Book Amount</td>
<td>25,602</td>
<td>19,629</td>
<td>45,231</td>
</tr>
</tbody>
</table>

#### 2011

<table>
<thead>
<tr>
<th></th>
<th>($) Software</th>
<th>($) Trademarks &amp; Domain Names</th>
<th>($) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Net Book Amount</td>
<td>28,837</td>
<td>-</td>
<td>28,837</td>
</tr>
<tr>
<td>Additions</td>
<td>4,849</td>
<td>15,880</td>
<td>20,729</td>
</tr>
<tr>
<td>Depreciation Charge</td>
<td>(8,655)</td>
<td>(123)</td>
<td>(8,778)</td>
</tr>
<tr>
<td>Closing Net Book Amount</td>
<td>24,831</td>
<td>15,757</td>
<td>40,588</td>
</tr>
</tbody>
</table>
Note 11: Trade and Other Payables

<table>
<thead>
<tr>
<th></th>
<th>($) 2012</th>
<th>($) 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade Payables</td>
<td>1,070,851</td>
<td>827,784</td>
</tr>
<tr>
<td>Goods &amp; Services Tax (Net)</td>
<td>55,878</td>
<td>66,151</td>
</tr>
<tr>
<td>Other Payables</td>
<td>252,156</td>
<td>73,959</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,387,885</td>
<td>769,894</td>
</tr>
</tbody>
</table>

Note 12: Other Current Liabilities

<table>
<thead>
<tr>
<th></th>
<th>($) 2012</th>
<th>($) 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Subscriptions Paid in Advance</td>
<td>35,190</td>
<td>51,635</td>
</tr>
<tr>
<td>Deferred Income</td>
<td>-</td>
<td>140,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>35,190</td>
<td>191,635</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th></th>
<th>($) 2012</th>
<th>($) 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Benefits</td>
<td>7,780</td>
<td>12,634</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>7,780</td>
<td>12,634</td>
</tr>
</tbody>
</table>

The current provision for employee benefits comprising accrued annual leave that is due and payable within 12 months, and is recognised at an undiscounted amount.

NMG expects all employees to take the full amount of accrued leave within the next 12 months.

Note 14: Member Guarantee

The company is incorporated with the liability of members limited by guarantee. In accordance with the Company's constitution, the liability of each member is limited to $1.00 in the event the company is wound up.

The number of members at the end of the financial period were:

<table>
<thead>
<tr>
<th></th>
<th>(No) 2012</th>
<th>(No) 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Members</td>
<td>791</td>
<td>1,039</td>
</tr>
<tr>
<td>Full Members 3 Year</td>
<td>1,181</td>
<td>963</td>
</tr>
<tr>
<td>Concession Members</td>
<td>183</td>
<td>169</td>
</tr>
<tr>
<td>Under 25 Members</td>
<td>192</td>
<td>189</td>
</tr>
<tr>
<td>Organisation Members</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Complimentary Members</td>
<td>-</td>
<td>6</td>
</tr>
<tr>
<td>International Members</td>
<td>344</td>
<td>342</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,695</td>
<td>2,712</td>
</tr>
</tbody>
</table>
NOTE 15: KEY MANAGEMENT PERSONNEL

<table>
<thead>
<tr>
<th>KEY MANAGEMENT PERSONNEL COMPENSATION</th>
<th>(No) 2012</th>
<th>(No) 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>KEY MANAGEMENT PERSONNEL COMPENSATION</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

All directors provide their services on a voluntary basis and do not, other than for reimbursement of exceptional expenses incurred, receive remuneration from the Company. The directors were considered to be the only Key Management Personnel of the Company because they are the only persons having authority and responsibility for planning, directing and controlling the activities of the Company. Key decisions in respect of planning, directing and controlling are only made by the Board of Directors.

NOTE 16: CONTINGENCIES

As at 31 March 2012, there were no contingent assets or liabilities.

As at 31 March 2011, NMG had a contingent liability for Payroll Tax, assuming the application for exemption failed. NMG exhausted all commercially reasonable avenues of review and paid the amount of $6,532 in respect of 2011 during the current year.

NOTE 17: REMUNERATION OF AUDITOR

The Audit fee in respect of the year ended 31 March, 2011 was more than the amount accrued during that year and as such, $4,561 was expensed during the year ended 31 March, 2012.

<table>
<thead>
<tr>
<th>AUDIT SERVICES</th>
<th>($) 2012</th>
<th>($) 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUDIT OF THE FINANCIAL REPORT</td>
<td>22,061</td>
<td>17,500</td>
</tr>
</tbody>
</table>

NOTE 18: EVENTS AFTER BALANCE SHEET DATE

There have been no items of significance subsequent to 31 March 2012, and as at the date of this report that would impact the results as outlined in this financial report.

NOTE 19: RELATED PARTY TRANSACTIONS

There were no related party transactions in either year.

NOTE 20: COMMITMENTS

Non-cancellable operating lease commitments

NMG leases an office under a non-cancellable operating lease expiring within 2 years. Increases in lease commitments occur in line with a fixed percentage review of 4% at each anniversary of the commencement date being 1 March 2009.

Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:

<table>
<thead>
<tr>
<th></th>
<th>($) 2012</th>
<th>($) 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>WITHIN ONE YEAR</td>
<td>20,699</td>
<td>46,734</td>
</tr>
<tr>
<td>LATER THAN ONE YEAR AND NOT LATER THAN FIVE YEARS</td>
<td>19,668</td>
<td>94,785</td>
</tr>
<tr>
<td></td>
<td>40,367</td>
<td>141,519</td>
</tr>
</tbody>
</table>

NMG has negotiated a rent reduction effective 1 December 2011 and that is effective for the remainder of the lease at 94 Oxford Street.
NOTE 21:
RECONCILIATION
OF LOSS TO NET
CASH INFLOW FROM OPERATING
ACTIVITIES

NOTE 22:
CHARITABLE
FUNDRAISING
ACTIVITIES

INCOME STATEMENT FOR EACH FUNDRAISING APPEAL FOR THE YEAR ENDED 31 MARCH, 2012

<table>
<thead>
<tr>
<th>FUNDRAISING APPEALS</th>
<th>($) PROCEEDS</th>
<th>($) COSTS</th>
<th>($) SURPLUS</th>
<th>(%) MARGIN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fair Day Bucket Collection</td>
<td>35,924</td>
<td>604</td>
<td>35,320</td>
<td>98.32</td>
</tr>
<tr>
<td>Drag Races Bucket Collection</td>
<td>520</td>
<td>-</td>
<td>520</td>
<td>100</td>
</tr>
<tr>
<td>Big Gay Weekend Collection</td>
<td>5,363</td>
<td>-</td>
<td>5,363</td>
<td>100</td>
</tr>
<tr>
<td>Medical Tent Bucket Collection</td>
<td>367</td>
<td>-</td>
<td>367</td>
<td>100</td>
</tr>
<tr>
<td>TOTALS FROM ALL FUNDRAISING APPEALS</td>
<td>42,174</td>
<td>604</td>
<td>41,570</td>
<td>98.57</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FUNDRAISING APPEALS</th>
<th>($) ASSETS</th>
<th>($) LIABILITIES</th>
<th>($) NET ASSETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fair Day Bucket Collection</td>
<td>4,761</td>
<td>-</td>
<td>4,761</td>
</tr>
<tr>
<td>Drag Races Bucket Collection</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Big Gay Weekend Collection</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Medical Tent Bucket Collection</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTALS FROM ALL FUNDRAISING APPEALS</td>
<td>4,761</td>
<td>-</td>
<td>4,761</td>
</tr>
</tbody>
</table>

Below is additional information furnished under the Charitable Fundraising Act 1991 and the Office of Charities Fundraising Authorities Conditions.

During the year ended 31 March, 2012, New Mardi Gras Limited (‘NMG’) achieved a net surplus of $41,570 from fundraising activities defined under the Charitable Fundraising Act. NMG received income from four sources of activity:
- Fair Day Bucket Collections;
- Drag Races Bucket Collections;
- Big Gay Weekend Bucket Collections; and
- Medical Tent Bucket Collections.

The gross proceeds from these activities are disclosed in Statement of Comprehensive Income (as part of “Donations”) and realised $42,174, $604 of depreciation costs were associated with these activities.

The Mardi Gras Parade Bucket Collection was cancelled as it was considered too higher risk for bucket collectors and too expensive to provide an adequate level of security. The Big Gay Weekend Bucket Collections was a new initiative this year. Funds raised from Fundraising were applied to the production of the Mardi Gras Season 2012.
DIRECTORS’ INDEPENDENCE DECLARATION

The directors of the company declare that:

1. The financial statements and notes, as set out on pages 37-46 are in accordance with the Corporations Act 2001 and:
   (a) comply with Accounting Standards in Australia and the Corporations Regulations 2001; and
   (b) give a true and fair view of the financial position as at 31 March 2012 and performance for the year ended on that date of the company.

2. In the directors’ opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

3. As an authorised fundraiser:
   (a) the Income Statement, as supplemented note 22, gives a true and fair view of all income and expenditure of the company with respect to fundraising appeals, and
   (b) the Balance Sheet gives a true and fair view of the state of affairs of the company with respect to fundraising appeals conducted by the company, and
   (c) the provisions of the Charitable Fundraising Act 1991, the Regulations under the Act and the conditions attached to the authority have been complied with by the company, and
   (d) the internal controls exercised by the company are appropriate and effective in accounting for all income received and applied by the company from all of our fundraising appeals.

This declaration is made in accordance with a resolution of the Board of Directors.

Director

Director

Peter Urmson  Phillip Kershaw

Dated this 9th day of July 2012
I ❤️ SYD
SYDNEY MARDI GRAS
2013

35TH ANNIVERSARY FESTIVAL
10 FEBRUARY - 03 MARCH 2013