

2023

National Mutual Economy Report

Incorporating the Top 100 Co-operatives and Mutuals

*Business Council of
Co-operatives and Mutuals*





With thanks to
2023 Report Partner



Sponsors of the National Mutual Economy Report since 2017

Contents



Executive summary	7
--------------------------	---

Chapter 1: A decade of mutual investigation	10
--	----

Chapter 2: Sector snapshot	14
-----------------------------------	----

The contribution of the CME sector to the Australian economy	16
--	----

The contribution of the CME sector to the international economy	18
---	----

Economic impact by industry	20
-----------------------------	----

The financial performance of the Top 100 CMEs	24
---	----

The long-term financial performance of member-owned superannuation funds	25
--	----

Chapter 3: Case study – HunterNet Co-operative: The power of many	26
--	----

Chapter 4: Tables and data	38
-----------------------------------	----

About the report

This is the tenth annual report on the scale and performance of the Australian co-operative and mutual sector. The report aims to map the size, composition and overall health of the sector using the Australian Co-operative and Mutual Enterprise Index (ACMEI), which started in 2012 with the first national data collection process in 2014.

The ACMEI is a long-term research project undertaken by the University of Western Australia. Its purpose is to provide a better understanding of co-operative and mutual enterprise (CME) businesses and their contribution to the national economy.

Despite representing some of the largest businesses in their sectors and being found across a range of industries, the overall size, structure and contribution of the CME sector in Australia is not well understood due to data gaps, difficulties in definition and lack of clarity over which firms should be identified as CMEs.

For this year's report on the ACMEI, see Mazzarol, T. (2023), Australia's Leading Co-operative and Mutual Enterprises in 2023, CEMI Discussion Paper Series, DP 2301, cemi.com.au, Centre for Entrepreneurial Management and Innovation.

All financial statistics presented in this report are in Australian dollars unless otherwise indicated.

2023 National Mutual Economy Report

Incorporating Australia's Top 100 co-operatives and mutuals.

Providing the latest research on the economic and social contribution of Australia's co-operative, mutual and member-owned firms.

This research was conducted in collaboration with the University of Western Australia and SGS Economics & Planning.

For more information on the co-operative and mutual sector visit:

bccm.coop

Published June 2023 by the Business Council of Co-operatives and Mutuals (BCCM)

GPO Box 5166 NSW 2001

© Business Council of Co-operatives and Mutuals (BCCM)

This work is licensed under the Creative Commons Attribution 3.0 Australia Licence (CCBY 3.0).

This licence allows you to copy, distribute and adapt this work, provided you attribute the work and do not suggest that the BCCM endorses you or your work. To view a full copy of the terms of this licence, visit: creativecommons.org/licenses/by/3.0/au/.

Disclaimer: While the BCCM endeavours to ensure the quality of this publication, the BCCM does not accept any responsibility for the accuracy, completeness or currency of the material included in this publication and will not be liable for any loss or damage arising out of any use of, or reliance on, this publication.

Acknowledgements

The 2023 National Mutual Economy Report (NME 2023) was produced with the support of HCF, research by the University of Western Australia and the input of several CMEs.

From the University of Western Australia, we would like to thank Professor Tim Mazzarol for his contribution to this year's report.

We would also like to acknowledge BCCM researcher Karl Coombe for leading the work on this year's NME Report.

BCCM

THE UNIVERSITY OF
WESTERN
AUSTRALIA

SGS
Economics
& Planning

About the BCCM

The Business Council of Co-operatives and Mutuals (BCCM) is the national industry body and the voice of Australia's co-operative, mutual and member-owned enterprises.

It is a member-funded and driven organisation advocating for co-operatives and mutuals across all industries. The BCCM's 101 members represent more than 11 million members including 60,000 businesses.

The BCCM has achieved many firsts for the co-operative and mutual business movement in Australia including best practice governance principles for co-operative and mutual enterprises (CMEs), the world-first Mutual Value Measurement Framework© to help CMEs measure and communicate their total positive impact on members and the community, and Australia's first co-operative development fund, The Bunya Fund, which launched in 2022 to provide grant assistance for the growth of new and developing co-operatives.

The BCCM has also launched the sector's climate action policy and accompanying education program, Sustainability Strategy for Co-operatives and Mutuals, to support CMEs in developing and implementing sustainability and ESG strategies.

”

*CMEs are more vital than ever to
lead the way towards sustainable
and equitable futures*

Melina Morrison – CEO BCCM

...

Executive summary

Melina Morrison

Chief Executive Officer, Business Council of Co-operatives and Mutuals

The Business Council of Co-operatives and Mutuals (BCCM) marks its tenth anniversary this year, and we are proud to celebrate our accomplishments over the past decade. Despite enduring various challenges, including Covid, floods, fires, inflation and geo-political instability, the co-operative and mutual sector has remained steadfast in its commitment to co-operative principles, resulting in continued growth. Together, the movement has put people ahead of profits, whilst Australian co-operative and mutual enterprises (CMEs) are stronger overall.

This report represents the tenth edition of the National Mutual Economy (NME) Report and marks ten years of landmark research on Australia's co-operative and mutual movement underpinned by the Australian Co-operative and Mutual Enterprise Index (ACMEI) research project undertaken by Professor Tim Mazzarol. The NME provides an essential platform for discussing economic patterns, the co-operative and mutual sector's role, and the importance of encouraging partnerships and business collaboration for Australia's benefit. The findings of the NME have been used to drive meaningful change and create an evidence base to advocate for better support for our sector.

In this report, we explore the performance of the CME sector during the 2021-2022 financial year, detailing the complex and evolving economic conditions affecting domestic and international markets. While some positives emerged, such as post-Covid restrictions easing, tight labour markets, rising interest rates, supply chain disruptions and strong inflationary pressures persisted. Despite such challenges, the leading 100 CMEs achieved a combined gross revenue of \$37.76 billion, representing 10.8 per cent growth in turnover from the prior year. Furthermore, the sector's aggregate assets grew by 7.2 per cent to \$191.6 billion, indicating a solid financial foundation.

A case study on HunterNet Co-operative demonstrates an inspiring example of robust collaboration that supports regional economies through networking, knowledge exchange and innovation. HunterNet, which emerged as a champion of domestic manufacturing in the Hunter Region after deindustrialisation, offers a model to address the nation's need to strengthen local supply chains.

With global instability, the post-pandemic world and climate concerns looming large, CMEs are more vital than ever to lead the way towards sustainable and equitable futures.

We thank HCF, SGS Economics & Planning and the University of Western Australia for their support in creating the 2023 report. Lastly, we appreciate the essential contribution and unwavering support of the co-operative and mutual sector, without whom this important research would not be possible.



Timeline of BCCM initiatives



2012

United Nations International Year of Cooperatives

Coin and stamp series commemorate Australia's co-operative movement



2013

BCCM forms, Australia's first cross-sector apex for CMEs in all industries



2014

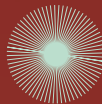
First policy for CMEs: Blueprint for an Enterprising Nation

First state of the sector research: National Mutual Economy Report



2016

Bipartisan Senate inquiry into CMEs hands down 17 recommendations

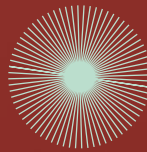


2017

First Parliamentary Friends of Co-ops and Mutuals Group forms in Federal Parliament

ASX Governance Principles adapted for co-ops and mutuals

First honour roll and recognition awards for CME leaders



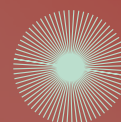
2019

Landmark legal changes to the Corporations Act recognises Mutual Companies and Mutual Capital Instruments (MCIs)

Mutual Value Measurement Framework© launched with research partner Monash University

First Australian Institute for Company Directors course for CME directors

BCCM receives \$2.5m Commonwealth grant for Co-op Farming program



2018

50 BCCM members surpassed

2020

Queensland passes Co-ops National Law (CNL) leading to harmonisation of co-ops legislation

All co-ops can issue Co-operative Capital Units (CCUs)



2023

BCCM celebrates 10 years of co-operation

BCCM receives \$7m Commonwealth funding for the Care Together Program

Best practice code for Discretionary Risk Mutuals

CME Climate Action Policy launched

Australia's first co-op development fund, The Bunya Fund, provides \$140k for emerging high-impact co-ops

2021

Doing Business Together: Landmark report on Indigenous inclusion in CMEs

Business.gov.au updated to include co-ops as a business model

WA Government includes co-ops in its housing plan

Co-ops eligible for the Modern Manufacturing Plan

Fightback Farmers documentary, ABC

2022

Nearly \$350 million in new capital has been raised using MCIs

Franchising Code amended to exempt co-ops

BCCM calls for National Co-operative Disaster Recovery Centre of Excellence following the flood crisis

Federal government commits to CMEs accessing capital from the \$15b National Reconstruction Fund

”

What gets measured gets managed

Proverb

...

A decade of mutual investigation



The Australian Co-operative and Mutual Enterprise Index (ACMEI)

Considering the scale and impact of Australian co-operatives and mutuals on the economy and social security of millions of Australians, it is astounding that there was no reliable data set on the sector until 2014. Hence, we have historically lacked a real sense of the vital contribution of the sector until recent times.

A partnership with the University of Western Australia and in particular, the contribution of Professor Tim Mazzarol, has enabled a new understanding of the positive impact of co-operatives and mutuals in Australia to emerge based on robust and consistent research and analysis of the sector.

We remain indebted to Professor Mazzarol for this research collaboration. In this summary of a longer article by Professor Mazzarol, we examine the profound impact of a decade of dedicated research on the CME movement in Australia.

The project was sparked in 2009 when the Western Australia Co-operatives Federation engaged University of Western Australian researcher, Professor Tim Mazzarol, to examine the co-operative and mutual enterprise (CME) business model. However, reliable information on the size of the Australian CME sector was lacking in 2010 when Social Business Australia (a forerunner to the Business Council of Co-operatives and Mutuals) funded research, which identified only 659 CMEs. In 2012, a further study was commissioned as the UN International Year of Cooperatives approached, estimating around 1,700 CMEs in the sector.

The ACMEI project began in 2014, aiming to provide a comprehensive understanding of the Australian CME sector by tracking the number, size, performance and economic and social contribution of CMEs to the national economy. The initial study in 2014 included a survey sent out to the Top 100 CMEs. Though participation was low, the ACMEI continued to grow, providing insights into the size, geographic and industry distribution, and economic and social contributions of Australia's CME sector. Case studies were conducted in subsequent years, showcasing the perspectives of various CMEs. This collection of industry and business studies has become an invaluable repository, providing not only a historical record but an analysis of the factors that influence CME formation and business model evolution.



Image: Professor Tim Mazzarol

”

The ACMEI project provides a foundation upon which the Australian CME sector can be understood

...

Historically, data sources for the Australian CME sector were fragmented, with CMEs registered at state, territory and federal levels. The ACMEI project developed a comprehensive dataset on the national CME landscape by improving data collection and evolving reporting. By 2015, the ACMEI project had identified 1,897 CMEs and secured reliable data to generate a Top 100 CME list. The third ACMEI report in 2016 showed five-year trends in key financial data for the Top 100 CMEs and member-owned superannuation funds. In 2017, available data provided initial observations on the sector's contribution to the Australian economy, and summaries of Aboriginal and Torres Strait Islander-owned CMEs were introduced.

The 2018 report also commenced recording the number of active and inactive CMEs. Data from 2001–2018 found that an average of 28 new CMEs were established each year over that period. The churn rate (entries and exits) was similar to that found within the general Australian business community. However, a major rise in new CMEs occurred during 2017–2018, many in agribusiness, reflecting the federal government's investment through the Farm Co-operatives and Collaboration Pilot Program.

The 2019 ACMEI report began the study of the sponsorship and community engagement activity of the CME sector. This was initiated by the BCCM and included collecting data from the Top 100 CMEs through their annual reports and websites. Reliable data was collected from 86 firms and included statements made about such activities.

The 2020 ACMEI data reflected the impact of Covid-19 on the Australian economy and demonstrated how CMEs that focused on their members' long-term interests retain loyalty and weather economic downturns.

Over the ten years since the ACMEI study's commencement, significant progress has been made in understanding the Australian CME sector's size, geographic and industry distribution, financial performance, and economic and social contributions. The ACMEI project provides a foundation upon which the Australian CME sector can be understood, and its findings form the basis of the annual National Mutual Economy (NME) reports as well as making a significant contribution to the World Cooperative Monitor published annually by the International Cooperative Alliance.

The ACMEI project and the National Mutual Economy Report form the premier source of data on the Australian CME sector, delivering longitudinal analysis highlighting emerging trends, risks and opportunities. With the continued support of the sector, the ACMEI and NME reports will reflect the evolving landscape of CMEs in Australia and offer new insights into their social and economic contributions to Australia and the world.

This is a summary of A decade of hunting co-operatives and mutuals – Lessons from the ACMEI study by T. Mazzarol. The full discussion paper can be accessed from the Centre for Entrepreneurial Management and Innovation website: www.ceru.au/blog/a-decade-of-hunting-co-operatives-and-mutuals-lessons-from-the-acmei-study/

Chapter two

The contribution of the CME sector to the Australian economy	16
The contribution of the CME sector to the international economy	18
Economic impact by industry	20
The financial performance of the Top 100 CMEs	24
The long-term financial performance of member-owned superannuation funds	25

Sector snapshot

- Modest but stable growth with steady new registrations, while established mutuals, particularly in banking and finance, consolidate their strength with a number of high-profile mergers.
- CMEs experience strong domestic trade as barriers lift and the long tail of the Covid recovery softens the economic challenges.
- Profitability remains strong across leading CMEs, although international headwinds saw profits adversely impacted for industries sensitive to energy and commodity market pressures, especially the agribusiness sector.
- Countering the volatility of international supply chains, Australian co-ops and mutuals contribute to strengthening national resilience through investment in domestic infrastructure and sovereign capacity.



The contribution of the CME sector to the Australian economy

CMEs play a vital part in a prosperous and resilient Australian economy.

There are more than

1,848

active CMEs
in Australia



CMEs have a combined active membership of more than

33.3M

Australia's CMEs have a combined turnover of more than

\$40.4B

(excluding superannuation funds)

Australia's largest co-operative by turnover is an

Agribusiness

A person is working in a large greenhouse filled with rows of plants. The person is standing in a narrow aisle between the rows, and the plants are growing in long, raised beds. The greenhouse has a high ceiling and large windows.

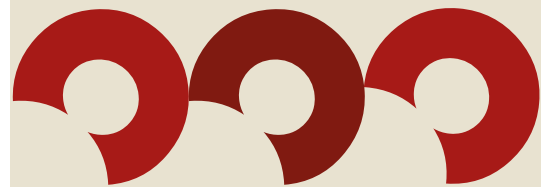


Australia's **largest**
mutual by
membership is an

*Industry
super fund*

Australia's **largest**
member-owned business
by **assets** is a

Bank



Australia's CMEs combined have more than

\$1.46 trillion

in gross assets

(including superannuation funds)

CMEs directly employ at least

76,000 people

in Australia



Total gross revenue of the Top 100 CMEs is

\$37.76 billion

(excluding superannuation funds)



The contribution of the CME sector to the international economy

International co-operation in the delivery of care

- **Co-ops and mutuals are a global movement of member-owned enterprises formed for a social purpose and powered by sustainable business models.**
- Co-ops build a better world through alignment between purpose and commercial success.
- **Co-ops and mutuals are engaged in care delivery around the world in large numbers.**
- Co-ops play a key role in the EU's directives on the care economy.
- **Hundreds of care co-ops deliver aged and disability services in Italy.**
- The largest worker-owned co-operative in the US is Co-operative Home Care Associates, a network of 2,000 non-residential carers and key employer of women in the Bronx.
- **The BCCM has commenced the Care Together Program, a \$7 million co-operative and mutual enterprises support program funded by the Australian Government through the Department of Health and Aged Care, which will deliver a cross-sector, place-based program to support sustainable business models and innovation in social care in priority areas.**

UN resolution on social and solidarity economy

- **The United Nations General Assembly in New York adopted the first ever UN resolution on promoting the social and solidarity economy for sustainable development.**
- The UN has previously recognised the importance of co-operatives, including through its numerous resolutions on co-operatives in social development. This will be the first time that the wider social economy is recognised by the UN on such a level.
- **The social and solidarity economy, as defined by the UN, includes co-operatives, associations, mutual societies, foundations, social enterprises, self-help groups and other entities operating in accordance with the values and principles of the social and solidarity economy.**
- The new resolution will help to further increase the visibility of co-operatives at the UN level and complements the existing resolutions specifically on co-operatives.

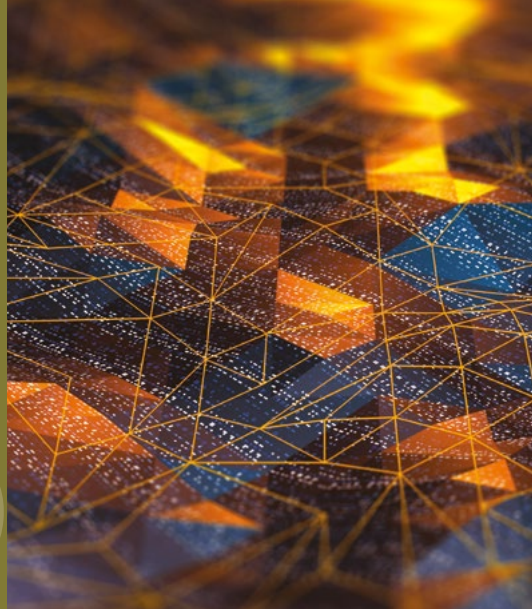
¹ International Co-operative Alliance, *Facts and figures*. (Retrieved 8 Apr 2023.) www.ica.coop/en/cooperatives/facts-and-figures

² International Co-operative Alliance and Euricse, *World Co-operative Monitor 2022: Exploring the cooperative economy, Report 2022*. (Retrieved 8 Apr 2023.) www.monitor.coop/sites/default/files/2022-11/WCM_2022.pdf



The world's **largest**
member-owned business
by **turnover** is a

Bank



More than

1 billion people

or 12 per cent of humanity are members
of at least one CME¹

Co-ops and mutuals provide jobs
or work opportunities to

280 million people

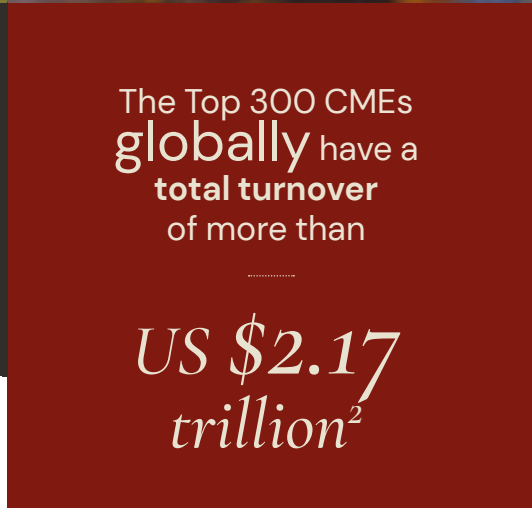
or 10 per cent of the world's **employed population**



Globally, there are more than

3 million

active co-operatives
and mutuals



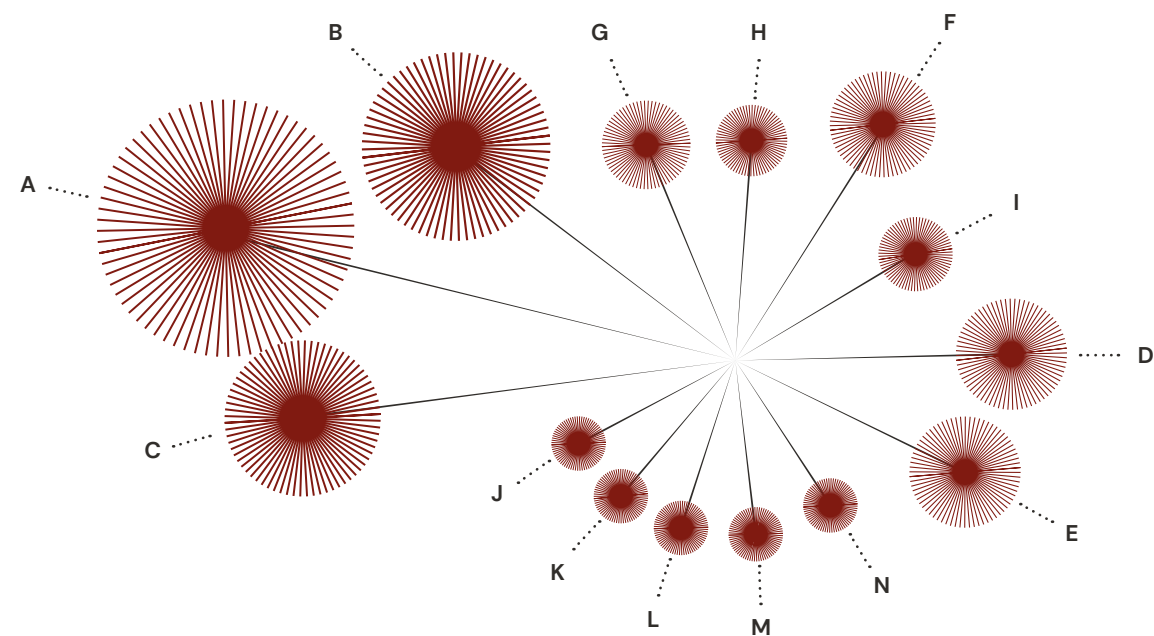
Economic impact by industry

Australia’s Top 100 CMEs in FY2021–22

(excluding superannuation funds)

For a list of the Top 100 CMEs in Australia by assets and turnover, including the superannuation industry, see Appendices A, B, C and D.

Numbers of firms in Top 100 by industry

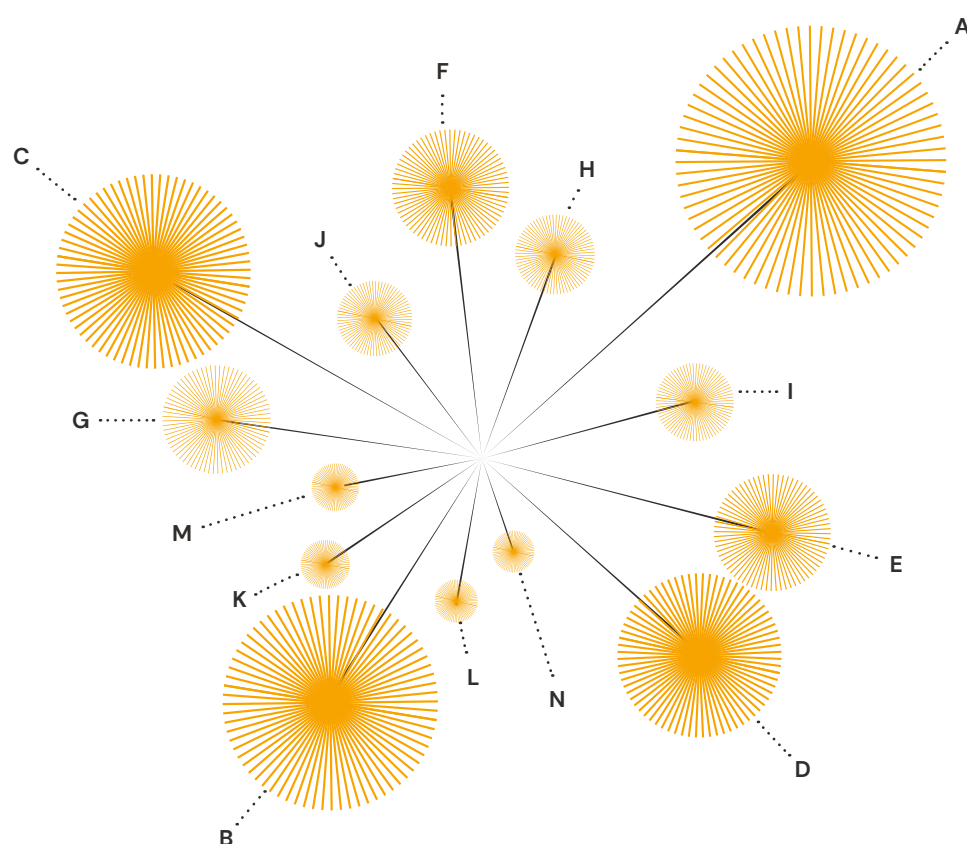


A Financial Services	37
B Health Insurance	16
C Agribusiness	12
D Medical Services	7
E Retailing	7
F Motoring Services	6
G Purchasing Services	4

H Wholesaling	3
I Health Services	3
J Professional Services	1
K Fishing	1
L Education, Training and Childcare	1
M Sports and Recreation	1
N Utilities	1



Turnover of firms in Top 100 by industry turnover



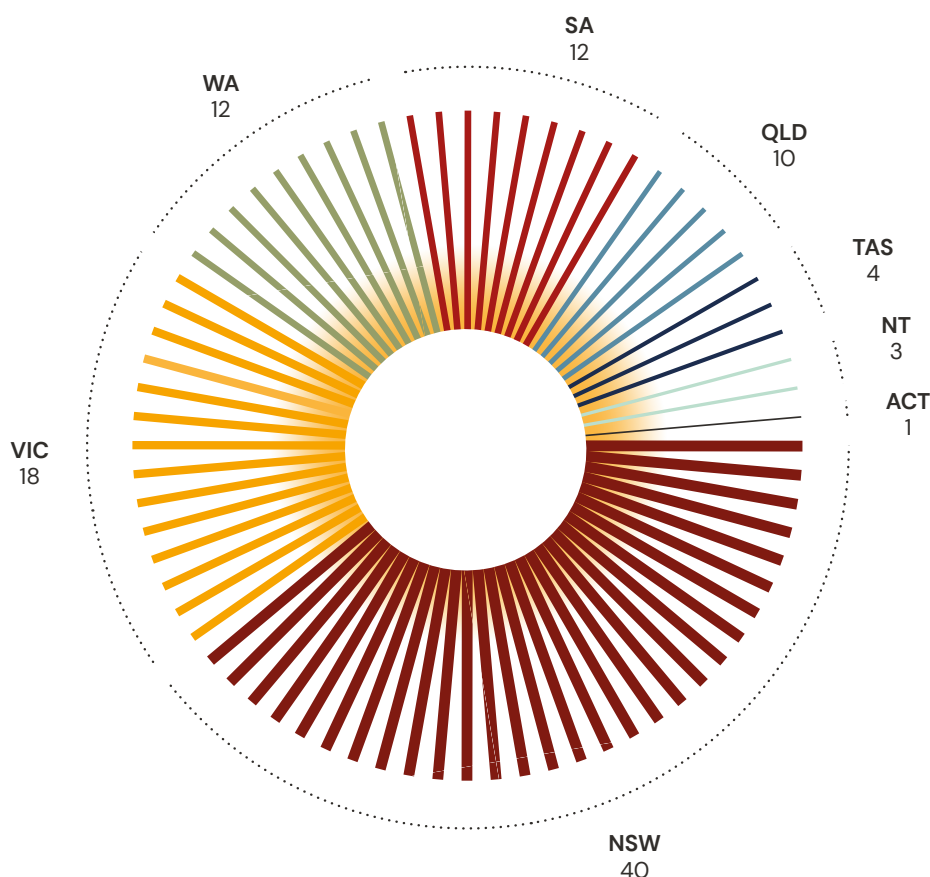
A	Health Insurance	\$9,220.7 M	H	Professional Services	\$548.3 M
B	Agribusiness	\$8,746.0 M	I	Health Services	\$444.8 M
C	Financial Services	\$7,226.4 M	J	Medical Services	\$406.0 M
D	Motoring Services	\$5,507.9 M	K	Fishing	\$235.5 M
E	Purchasing Services	\$3,189.0 M	L	Education, Training and Childcare	\$106.6 M
F	Wholesaling	\$1,102.4 M	M	Sports and Recreation	\$65.4 M
G	Retailing	\$914.0 M	N	Utilities	\$52.0 M



Economic impact by industry

Australia's Top 100 CMEs in FY2021-22 by State and Territory (excluding superannuation funds)

Number of Top 100 firms by state and territory



Top 10 CMEs by assets in FY2021-22 (excluding superannuation funds)

RANK	CME	STATE	ASSETS
1	Great Southern Bank	QLD	\$17.9 billion
2	Newcastle Permanent	NSW	\$13.9 billion
3	Heritage Bank	QLD	\$12.3 billion
4	People's Choice Credit Union	SA	\$10.4 billion
5	Teachers Mutual Bank	NSW	\$10.4 billion
6	Bank Australia	VIC	\$9.67 billion
7	Greater Bank	NSW	\$8.39 billion
8	Beyond Bank Australia	SA	\$8.29 billion
9	Australian Unity	VIC	\$7.55 billion
10	P&N Bank	WA	\$7.35 billion

Australia's Top 100 CMEs in FY2021-22 by State and Territory (excluding superannuation funds)

Top 10 CMEs by turnover in FY2021-22

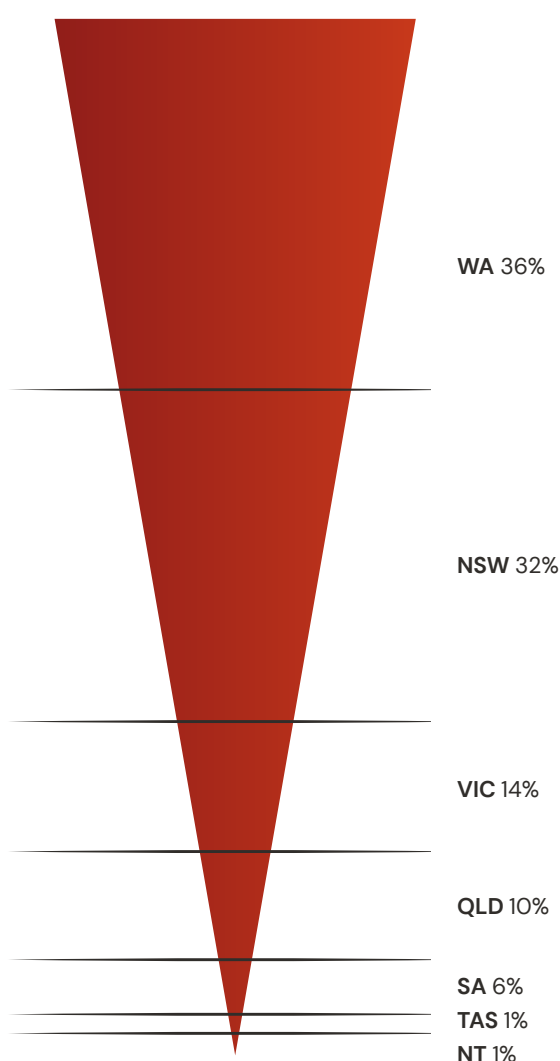
RANK	CME	STATE	TURNOVER
1	CBH Group	WA	\$6.23 billion
2	HCF	NSW	\$3.52 billion
3	Capricorn Society	WA	\$2.93 billion
4	RACQ	QLD	\$2.05 billion
5	HBF Health	WA	\$1.86 billion
6	Australian Unity	VIC	\$1.36 billion
7	RAC	WA	\$1.23 billion
8	Teachers Federation Health	NSW	\$863 million
9	RAA	SA	\$731 million
10	Catholic Church Insurance	VIC	\$726 million

Top 10 CMEs by membership in FY2021-22

(including superannuation funds)

RANK	CME	STATE	MEMBERS
1	Australian Super	VIC	2.88 million
2	NRMA	NSW	2.77 million
3	RACV	VIC	2.18 million
4	Australian Retirement Trust	QLD	2.10 million
5	Retail Employees Superannuation Trust (REST)	NSW	1.92 million
6	HCF	NSW	1.88 million
7	RACQ	QLD	1.76 million
8	HOSTPLUS	VIC	1.60 million
9	RAC	WA	1.20 million
10	Aware Super	NSW	1.15 million

Share of turnover of Top 100 firms by state and territory



Total turnover of Top 100

\$37.76 billion



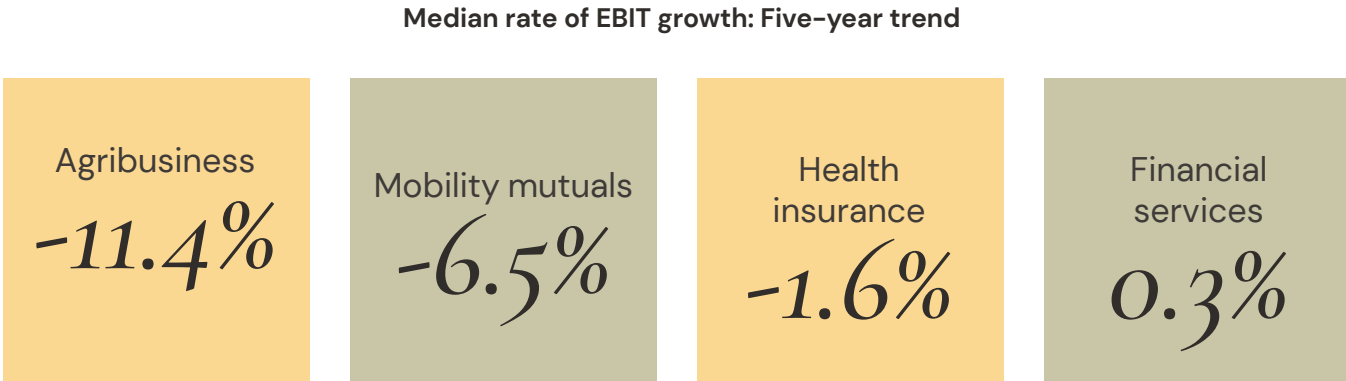
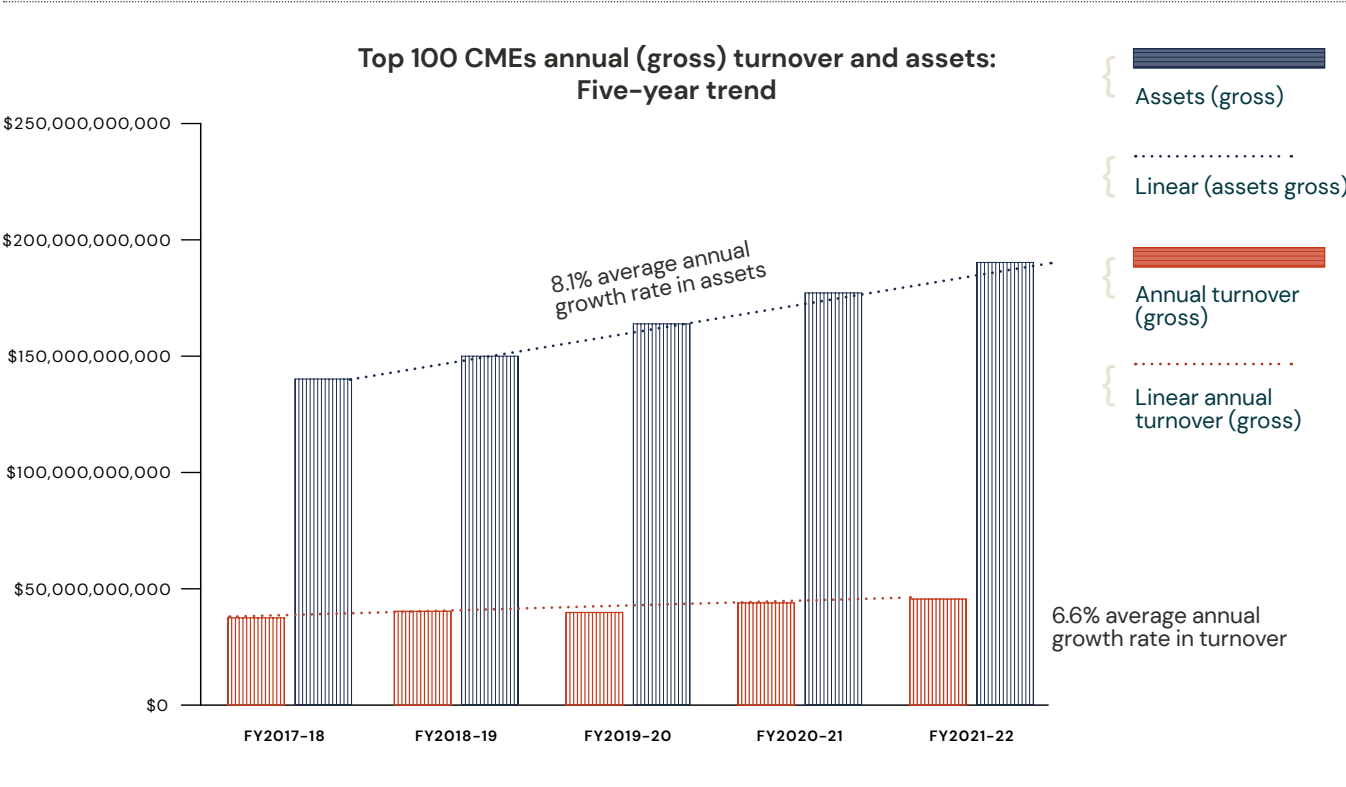
The financial performance of the Top 100 CMEs

The combined annual turnover for the Top 100 Australian CMEs (excluding the member-owned superannuation funds) for FY2021–22 was \$37.76 billion, with combined assets of around \$191.6 billion. This result represented a 10.8 per cent annual increase in combined gross revenue and 7.2 per cent annual growth in assets.

The five-year trend saw combined revenues grow at an average annual growth rate of 6.6 per cent and gross assets at 8.1 per cent over the same period. Median revenue also continued to grow at a rate of 4.1 per cent, a significant improvement on the previous year’s result of 1.2 per cent.

Across the Top 100 as a whole, profitability was strong with a median EBIT annual average growth rate of 27.1 per cent (16.4 per cent NPAT) and modest growth in median assets of 3.3 per cent.

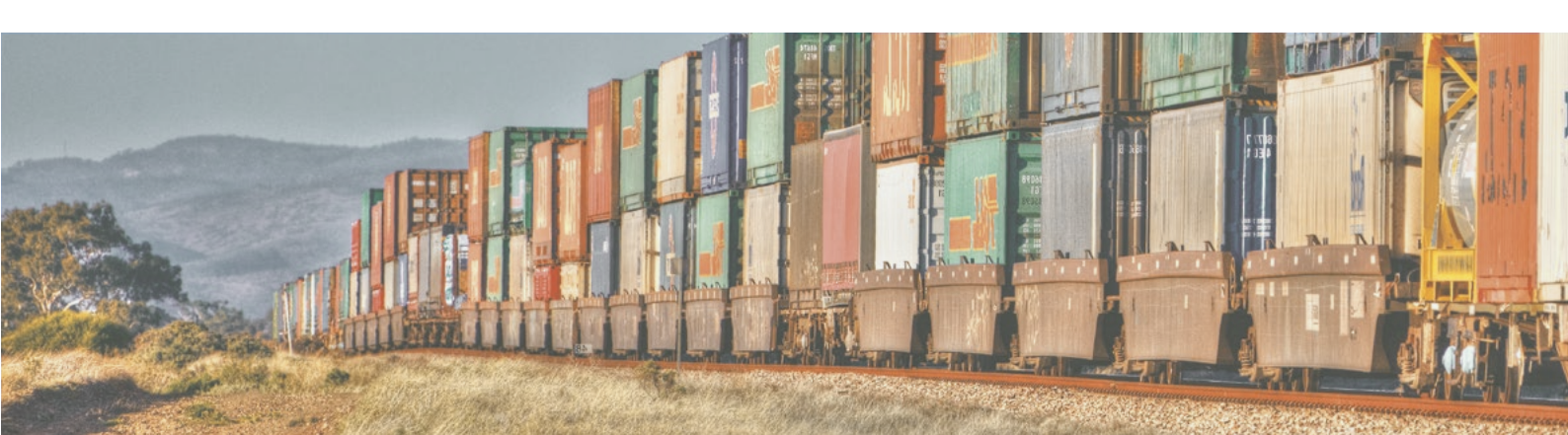
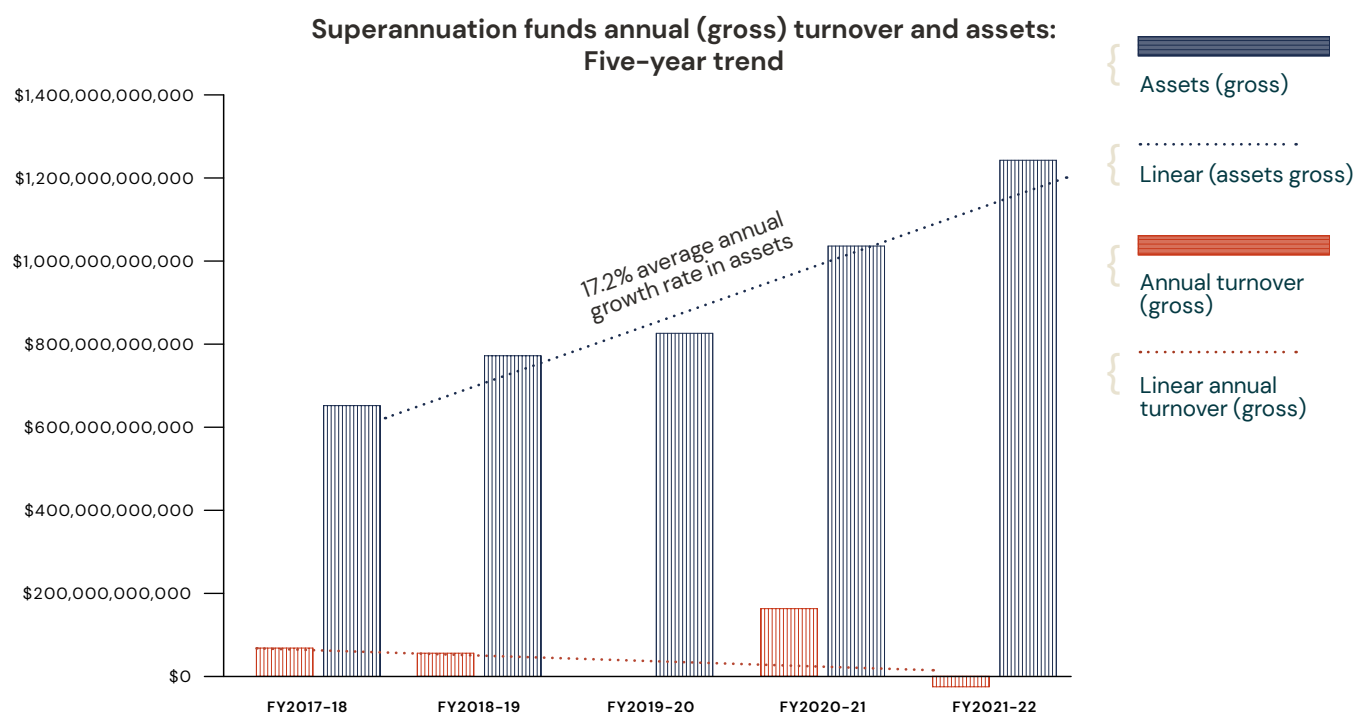
Despite the positive growth across the Top 100, the largest sectors of agribusiness, financial services, health insurance and motoring services saw profitability decline strongly. While profits had recovered in health insurance and motoring services after the Covid pandemic during FY2020–21, the 2021–22 period witnessed this trend fall sharply across all four sectors, with agribusiness particularly affected due to the Russia–Ukraine conflict. The conflict has significantly impacted global markets, simultaneously raising grain prices on commodity markets and increasing fertiliser input costs, resulting in growth for agricultural revenues but also a decline in profitability.



The long-term financial performance of member-owned superannuation funds

In the 2021–22 financial year, the 28 member-owned industry superannuation funds experienced a significant decline in both turnover and profitability. These trends in annual turnover reflect the impacts not only of the ongoing effects of the Covid pandemic, but also the high volatility of national and international investment markets, as well as rising interest rates. Nevertheless, the sector remains in a strong position due to the growth in assets, which rose at a healthy rate of 17.2 per cent.

Although the declines in turnover and profitability seem concerning, the overall health of the Australian superannuation industry is robust. The sector holds a strong asset base, and turnover has been forecast to grow by an annual average growth rate of 5.2 per cent over the five years to FY2027–28, producing annual revenue of \$165 billion and \$4 trillion in assets.



CASE STUDY

HunterNet Co-operative: The power of many

This is a summary of the case study presented in HunterNet Co-operative Ltd. – The Power of Many by T. Mazzarol. The full study can be accessed from the Centre for Entrepreneurial Management and Innovation website: cemi.com.au/publications/case-studies/



HunterNet Co-operative: The power of many

141

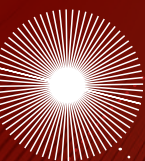
members, mostly small and medium-sized businesses

30

years advocating for industry

\$82 B

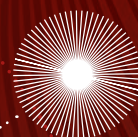
annual member turnover



Infrastructure

Environment

Manufacturing



Defence

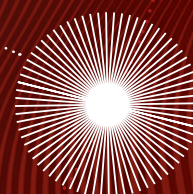
HUNTERNET
The power of many

Energy

Medtech

Export

Agribusiness



90,000

employees across the network

HunterNet
Career Connections

- 25 years in business
- Australia's number one apprenticeship host company
- 40+ host organisations
- 185 apprentices in training

Founded in 1992, **HunterNet Co-operative (HunterNet)** is a non-distributing, multi-stakeholder co-operative headquartered in Newcastle, NSW.

In 2022, HunterNet had 130 member organisations (141 at the time of publication) of various sizes, employed around 12 full-time staff and reported an annual turnover of just over \$2 million.

HunterNet is focused on assisting local businesses within the Newcastle and Hunter Region to sustain and grow through collaboration, networking, knowledge exchange and innovation. Its members are primarily small to medium enterprises (SMEs) engaged in manufacturing, engineering and specialist advisory and consulting services. Their focus is within the domestic and international defence, energy and resources industries, as well as emerging industries in environmental sustainability.

The co-operative runs programs focusing on specific industries (e.g., HunterNet Defence Task Force), workforce development (e.g., HunterNet Career Connections) and management and leadership skills of members (e.g., HunterNet Future Leaders Program).

Image: Member Engagement – Newcastle Airport



The Hunter Region and industry background

The Hunter Valley became a site of European settlement in 1797, when a survey revealed it to be ideal for agriculture and coal mining. Initial attempts at coal mining began in 1801, and small-scale mining persisted until 1867 when substantial coal deposits were identified. By the late nineteenth century, the coal industry had grown significantly and Newcastle had become one of the world's largest coal mining and export centres, supplying electricity generation, steelmaking, steamship bunkering and exports.

In 1915, BHP established a steel works in Newcastle and became the largest employer in the city and wider Hunter Region, employing between 12,000 and 16,000 people. Newcastle also played a significant role in Australia's shipbuilding industry during the twentieth century. However, the 1980s saw the decline of shipbuilding due to international pressures and the expansion of steelmaking in Asia.

Coupled with a fall in domestic demand, local steel production became increasingly uncompetitive despite financial support from the federal government and various restructuring programs, resulting in the eventual closure of the steel works and the loss of direct and indirect employment.

At this time, manufacturing comprised around 22 per cent of all output from the Hunter Region. The 1990s marked a severe economic downturn, and the closure of the steel works and decline of shipbuilding contributed to what was viewed as the largest case of de-industrialisation in Australia. To address these challenges, governmental and private organisations undertook numerous activities, but a long-term economic development strategy was deemed necessary.

The creation of HunterNet and early years

During a time of economic and social upheaval, small local manufacturers in the Hunter Region faced a daunting future as the outlook for steelmaking and other manufacturing industries was bleak. Joss De Luliis, the son of Italian migrants and founding Chair of HunterNet, observed the success of small firms collaborating in northern Italy and believed that this approach could be applied in the region, despite the local business culture of competition. Initially appointed to chair a forum discussing networking concepts, De Luliis spearheaded the creation of HunterNet in 1992, a not-for-profit co-operative aimed at enhancing the resilience of local manufacturers.

“

The fledgling engineering network group HunterNet, which was officially launched in Newcastle last week, is an organisation long overdue in this region. HunterNet, an alliance of 20 specialist engineering, manufacturing, electrical, and consulting companies, has dedicated itself to pursuing major contracts for Newcastle that would be beyond the scope of individual firms. In doing this, it has set about replacing the stale ‘jobbing’ mentality that has dogged Newcastle industry for decades with an atmosphere of cooperation and information sharing that will be a welcome breath of fresh air for the city.

(Newcastle Herald, 1993)

...

As part of its foundation principles, the co-operative was committed to the pursuit of its three primary aims:

*Develop
the members’
capabilities*

1.

*Facilitate
new market
opportunities*

2.

*Reduce the
cost of supplying
services*

3.

“

Despite early mistrust and a competitive culture, HunterNet's multi-stakeholder model attracted fourteen companies interested in collaboration for competitive advantage. By early 1993, the co-operative's members had their sights set on major projects, including the construction of a local power station and six Huon-class naval coastal minehunters. However, the transformative moment came when Australia's leading designer and manufacturer of railway rolling stock, A. Goninan & Co. Ltd, extended an invitation to HunterNet to visit their premises and learn about their processes. This act of generosity not only transmitted knowledge but also built trust, which helped to encourage more members to join and boosted momentum for the co-operative's success. Rooted in the pursuit of developing members' capabilities, facilitating new markets and reducing costs, HunterNet has since become a leader in collaboration and innovation for local manufacturers.

After years of zealously keeping their management styles, ideas and innovations under wraps, the concept of sharing them with perceived competitors must have been difficult to overcome. But a visit by HunterNet members to Newcastle's biggest engineering firm, A. Goninan & Co. at Broadmeadow, helped drive home the benefits of cooperation. In a move that would previously have been inconceivable, Goninan showed HunterNet members through its plant and gave them tips on seeking quality assurance. In many months since, HunterNet has grown, and its members have prospered through a collective approach to problem solving.

(Newcastle Herald, 1993)

• • •



Knowledge and networks: A foundation for success

The HunterNet co-operative recognised the importance of enhancing its members' business capabilities and workforce skills through the development of knowledge and networks. It learned this lesson following the site visit to A. Goninan & Co., which resulted in the creation of the member value proposition (MVP). The MVP grew steadily and focused on the co-operative's role in developing its members' skills and capabilities for long-term success.

To achieve this goal, HunterNet arranged regular site visits to allow members to share knowledge and showcase their successes to their peers. These visits became monthly events that involved 20 to 30 member companies and around one hundred attendees.

The co-operative also invited guest speakers, organised trips to international trade shows and conducted tours of best practice companies. For instance, in 1994 HunterNet arranged for members to participate in the Hanover Trade Fair in Germany and the Australian Engineering Exhibition in Sydney, where they gained exposure to a range of engineering concepts, new business opportunities and innovative approaches.

HunterNet recognised that collaboration, knowledge exchange and networking were crucial for tendering and enhancing innovation. This led to the development of the concept of "the power of many", which has become the mantra of HunterNet. Through HunterNet's efforts, members were empowered to market their companies more effectively, engage in common problem-solving and work together to achieve shared goals. Education and collaboration were the keys to success, and HunterNet provided these opportunities for its members to thrive. According to HunterNet founder-director Neville Sawyer:

“

Education was the thing – educating contractors, how they should market their companies, the things they should talk about, their areas of excellence, how they should work together, not do it as a separate entity.

(Eckford, 2002a, p. 21)

...



Promoting best practice and securing a sustainable future

In July 1994 HunterNet secured a federal government grant to deliver best-practice programs in six of its member companies and to enable it to expand its operations into pursuing more sophisticated project work for its members. The NSW Department of State and Regional Development also provided another grant which required the co-operative to become financially self-sufficient within three years.

It was now imperative that the HunterNet business model be developed to ensure that it would make best use of the grant funding and achieve financial self-sufficiency.

Throughout 1994 and 1995, HunterNet continued to engage its members through networking, participation in local and international trade shows and the promotion of best practice and quality assurance management systems.

Collaboration with local education institutions

HunterNet developed close working relationships with key local education institutions quite early. The first of these was the University of Newcastle, which had been active in the economic and social transition of the Hunter Region and had become a founding patron member of the co-operative.

The co-operative also developed a close relationship with the Hunter Technical and Further Education (TAFE) College, which is the main provider of vocational education and training (VET) in the region. It became a strategic partner in the HunterNet Group Training Company (HunterNet Career Connections), which was established in 1996 to provide apprentice training and management for its members.

“

The University was originally established to serve the local community, to educate its citizens, train its professionals and act as a conduit for new ideas and best practice, so it was only natural that it should support the aims and goals of HunterNet. Community service is our common bond.

(HunterNet, 2012)

• • •

Image: Member engagement –
General members meeting



HunterNet Career Connections (HNCC)

Traditionally, local Hunter manufacturers had not had a strong focus on innovation, research and development or apprentice training, instead relying heavily on BHP to fulfil these roles. However, as BHP began to wind down its operations, there was a decline in apprenticeships, which became more pronounced during the 1990–1991 recession. This led to a shortage of skilled tradespeople in the industry, prompting local firms to realise that they needed to train and retain their own employees to ensure a skilled workforce was in place for future growth.

To address this challenge, local manufacturers recognised that they knew how to train apprentices but needed help with managing them. Hunter TAFE also struggled to manage apprentices working across multiple small companies. It was under these conditions that HNCC was created, with both HunterNet and HNCC leading the way in innovative apprentice training. HNCC managed the apprentices across its members' workplaces, encouraging them to move around and fill skills gaps, providing trainees with the necessary experience and exposure to different workplaces.

Today, HNCC's role is to recruit, employ, pay and oversee the training of apprentices contracted to work within member companies. It manages all the contractual arrangements on behalf of members, monitors the progress of the apprentices and makes regular site visits. As of 2022, HNCC was managing over 185 apprentices for more than 40 member organisations, making it one of Australia's top hosting companies. This subsidiary provides an essential service to its members while also serving as a valuable source of income for HunterNet.

Membership

HunterNet has three membership categories: general, sponsor and patron. General membership is open to businesses actively operating in the Hunter Region and involved in relevant industries. General membership fees range between \$1,900 and \$6,800, depending on company size. Sponsor membership is for service providers to the targeted industries and requires payment of \$4,700 per year. Patron membership is \$7,900 per year and is for firms that, due to their business leadership and influence, can contribute particular skills, knowledge, advice, influence and assistance for the effective implementation of the policies and activities most suited to achieving the co-operative's objectives. In 2022, HunterNet had 85 general members (96 at the time of publication), 25 sponsor members and 20 patron members.



Image: Member visit – Ampcontrol

Promoting best practice and securing a sustainable future

HunterNet offers a comprehensive range of services to its members. One key benefit is the assistance it provides in developing business networks, including introductions and collaboration opportunities. Members also receive support in identifying and pursuing business opportunities, such as entering new markets or securing contracts. HunterNet provides expert guidance on tender preparation and presentation skills to help members succeed in these pursuits. Additionally, the co-operative offers consulting services in areas including business development, marketing and communications, work health and safety training, innovation, leadership development and environmental sustainability and governance. Networking events and export advice are also facilitated by HunterNet.

The benefits of HunterNet membership are summarised on the organisation's website as "Collaborate, learn, share, and grow." Membership offers opportunities to learn from experienced industry professionals, grow business capabilities while prioritising safety and forge connections through fun and informative events. Members are introduced to fellow innovators to share ideas and receive support in bringing them to life. By expanding the network and increasing its influence, HunterNet members contribute to industry success and growth.

Future directions

HunterNet CEO, Ivan Waterfield, expressed a great deal of optimism regarding the future of both the co-operative and the Hunter Region. One of the key factors that he highlighted was the NewH2 Hydrogen and Energy Industry, which seeks to develop a Hydrogen and Energy Technology cluster in the area. Additionally, the redevelopment of the Newcastle port and local steelmaking facilities offer ample opportunities for transitioning to carbon-neutral energy sources. With two potential hydrogen projects and a new container terminal approved for development, the Hunter Region stands to benefit in a major way.

Looking toward the future, Waterfield also highlighted a major offshore wind turbine project recently given the green light by the Australian government. This ambitious undertaking will see the construction of more than 130 wind turbines on floating platforms roughly 30km off the coast. These new projects provide a significant opportunity for revitalising the steelmaking and manufacturing sectors in the area. With these exciting developments on the horizon, HunterNet has positioned itself to continue supporting the future growth and development of local industries. As Waterfield noted, the co-operative's focus is not on the number of members it has, but rather on the sustainability of each business it supports.

Purpose and the member value proposition

One of the most significant challenges faced by CMEs is pinpointing a purpose and member value proposition (MVP) that can effectively engage and unite members while providing the organisation with strategic direction. However, HunterNet has a clear and unchanging purpose of supporting the Hunter's local manufacturing industries. Their vision is to be a recognised leader and voice that drives sustainable economic development in industry. Their mission is to help businesses grow, innovate and thrive – this begins with collaboration. By sharing ideas, developing capabilities, delivering support and stimulating opportunities, HunterNet aims to spark industry alignment, build strong work communities, unlock business acumen and create brighter futures for all. HunterNet's five values are woven into their activities, with an unwavering commitment to member value, prioritising the environment and people's health and championing the region. The co-operative's MVP is built around these values, highlighting "the power of many" to drive economic success and growth.

Image: Hunter Defence – Avalon Airshow

Key lessons from the case

The HunterNet case is an important example of how a CME business model can create and maintain a regional industry cluster. In addition, it demonstrates that the key elements in success are the focus on a common purpose, generation of trust between the member and the CME, between the members as a group and between the CME and the wider community.

The example of HunterNet emphasises the need for CME management to invest time and effort to understand members' needs and value perceptions, and never to take the MVP for granted. Monitoring member engagement across the four areas of attention, co-development, enthusiasm and interaction is crucial and should be encouraged proactively. HunterNet embodies these principles and works systematically to engage members and shape events, programs and activities for their benefit.

The case study also shows that a value-generating CME can be successful based primarily on the exchange of knowledge and fostering networking rather than the trading of commodities or services. In addition, it shows that a multi-stakeholder membership structure, although complex to manage, can be a valuable source of competitive advantage if all members are united in a community of purpose.



Tables and data



Appendix A:

Australian Top 100 CMEs by gross annual turnover FY2021–22

(excluding superannuation funds)

Rank	Name	State	Gross turnover	EBIT	NPAT	Gross assets
1	CBH Group	WA	\$6,227,861,000	\$717,815,000	\$497,729,000	\$4,378,551,000
2	HCF	NSW	\$3,522,960,000	-\$20,482,000	-\$17,384,000	\$3,162,878,000
3	Capricorn Society	WA	\$2,930,206,000	\$24,146,000	\$17,387,000	\$613,933,000
4	RACQ	QLD	\$2,048,797,000	-\$352,418,000	-\$245,180,000	\$6,303,747,000
5	HBF Health	WA	\$1,857,500,000	-\$96,000,000	-\$96,900,000	\$2,055,900,000
6	Australian Unity	VIC	\$1,361,327,000	\$5,529,000	\$45,719,000	\$7,545,849,000
7	RAC	WA	\$1,230,853,000	\$12,140,000	\$7,971,000	\$2,413,468,000
8	Teachers Health	NSW	\$863,917,000	\$30,646,000	\$30,416,000	\$759,487,000
9	RAA	SA	\$731,792,000	-\$14,402,000	-\$9,597,000	\$835,376,000
10	Catholic Church Insurance	VIC	\$726,510,000	\$866,000	\$866,000	\$1,779,515,000
11	RACV	VIC	\$699,700,000	\$30,800,000	\$12,200,000	\$2,663,800,000
12	Norco Co-operative	NSW	\$652,013,000	-\$25,854,000	-\$19,572,000	\$214,306,000
13	GMHBA	VIC	\$642,298,000	\$22,431,000	\$19,127,000	\$614,291,000
14	NRMA	NSW	\$630,113,000	\$444,000	-\$1,251,000	\$2,058,652,000
15	Avant Mutual Group	NSW	\$548,300,000	-\$76,200,000	-\$48,100,000	\$2,701,900,000
16	CBHS Health Fund	NSW	\$511,361,000	\$4,079,000	\$4,078,000	\$436,851,000
17	EML	NSW	\$510,023,000	\$23,845,000	\$16,868,000	\$610,701,000
18	Wammco International	WA	\$497,487,000	\$34,236,000		\$164,394,000
19	ILG Distribution Co-operative	NSW	\$425,423,210	\$858,235	\$1,195,744	\$45,287,894
20	Great Southern Bank	QLD	\$418,000,000	\$20,400,000	\$70,500,000	\$17,863,900,000
21	ILG Suppliers Co-operative	NSW	\$416,648,176	\$1,891,646	\$1,811,754	\$82,364,431
22	Tyrepower Group	VIC	\$397,414,000			
23	Newcastle Permanent	NSW	\$301,862,000	\$50,686,000	\$35,895,000	\$13,941,577,000
24	Heritage Bank	QLD	\$296,773,000	\$58,027,000	\$40,539,000	\$12,324,105,000
25	People's Choice Credit Union	SA	\$289,965,000	\$11,318,000	\$17,516,000	\$10,446,786,000

Rank	Name	State	Gross turnover	EBIT	NPAT	Gross assets
26	Westfund Health	NSW	\$271,422,000	\$1,704,000	\$1,652,000	\$245,965,000
27	National Pharmacies	SA	\$266,667,000	\$4,976,000	\$1,058,000	\$149,793,000
28	Associated Retailers Limited (ARL)	VIC	\$260,329,000			
29	CUSCAL	NSW	\$247,300,000	\$33,000,000	\$23,400,000	\$3,317,500,000
30	Queensland Country Bank	QLD	\$238,110,000	\$19,490,000	\$13,303,000	\$2,904,285,000
31	Geraldton Fishermen's Co-operative	WA	\$235,523,555	\$8,311,301	\$6,357,579	\$113,351,947
32	Bank Australia	VIC	\$231,305,000	\$50,825,000	\$34,387,000	\$9,672,402,000
33	Teachers Mutual Bank Limited	NSW	\$226,734,000	\$42,346,000	\$30,390,000	\$10,442,335,000
34	OZ Group Co-operative	NSW	\$223,326,490	\$1,840,107	\$1,783,340	\$30,846,873
35	Beyond Bank Australia	SA	\$219,000,000	\$49,400,000	\$35,500,000	\$8,290,900,000
36	Greater Bank	NSW	\$215,831,000	\$9,089,000	\$6,141,000	\$8,386,542,000
37	The Casino Food Co-op	NSW	\$214,425,000	-\$10,787,000	-\$7,911,000	\$160,482,000
38	TUH Health Fund	QLD	\$201,702,769	\$1,859,323	\$1,859,323	\$190,029,581
39	Health Partners	SA	\$200,097,000	\$3,038,000	\$3,038,000	\$249,877,000
40	Latrobe Health Services	VIC	\$192,970,950	\$4,244,343	\$4,244,343	\$241,648,993
41	Police Health	SA	\$191,651,385	\$8,557,879	\$8,557,879	\$102,755,217
42	HIF Australia	WA	\$182,797,800	\$7,762,670	\$7,739,909	\$149,892,408
43	IMB Bank	NSW	\$182,227,000	\$41,957,000	\$29,547,000	\$7,076,295,000
44	St.LukesHealth	TAS	\$181,300,590	\$5,040,653	\$4,929,216	\$155,519,296
45	UniMutual	NSW	\$179,647,021	-\$5,374,668	-\$5,271,927	\$313,831,214
46	P&N Bank	WA	\$178,517,000	\$23,173,000	\$16,546,000	\$7,349,119,000
47	Australian Dairy Farmers Corporation	VIC	\$174,633,794	\$364,838	\$255,102	\$19,607,108
48	RACT	TAS	\$166,652,000	\$55,790,000	\$57,217,000	\$359,721,000
49	Peoplecare Health Insurance	NSW	\$162,708,558	\$4,719,819	\$4,719,819	\$162,512,838
50	Marquis Macadamias	NSW	\$156,847,135	-\$6,188,091	-\$5,290,287	\$123,475,979
51	Yenda Producers Co-operative	NSW	\$154,665,140	\$6,725,275	\$5,265,085	\$85,632,757

Rank	Name	State	Gross turnover	EBIT	NPAT	Gross assets
52	Capricorn Mutual	WA	\$140,509,000	\$1,852,000	\$1,843,000	\$175,023,000
53	Arnhem Land Progress Aboriginal Corporation	NT	\$137,565,139	\$11,507,841	\$11,494,438	\$127,405,944
54	Plumbers Suppliers Co-operative	NSW	\$126,232,376	-\$1,307,306	-\$1,343,416	\$74,367,175
55	Almondco Australia*	SA	\$125,646,000	\$5,433,000	\$4,203,000	\$144,615,000
56	NSW Sugar Milling Co-operative	NSW	\$119,946,522			\$21,748,726
57	Qudos Bank	NSW	\$114,576,000	\$22,479,000	\$15,727,000	\$5,190,581,000
58	Hastings Co-operative	NSW	\$113,859,000	-\$487,000	-\$1,481,000	\$53,502,000
59	Navy Health	VIC	\$109,807,926	\$987,438	\$987,438	\$149,666,654
60	Institute for Urban Indigenous Health	QLD	\$107,991,806	\$3,816,765	\$3,816,765	\$66,884,391
61	Victorian Aboriginal Child Care Agency	VIC	\$106,567,429	\$6,433,545	\$6,433,545	\$74,122,827
62	CCW Co-operative	SA	\$102,375,050	\$61,153	-\$71,493	\$3,189,179
63	Tasmanian Independent Retailers Co-operative	TAS	\$98,504,055	\$2,180,919	\$1,597,095	\$65,273,590
64	Dairy Farmers Milk Co-operative	NSW	\$96,781,000	\$76,000	\$84,000	\$18,648,000
65	Master Butchers Co-operative	SA	\$93,972,099	\$8,153,031	\$8,250,811	\$51,980,371
66	MDA National	WA	\$92,409,000	-\$13,434,000	-\$14,464,000	\$490,402,000
67	UFS Dispensaries	VIC	\$89,898,892	\$2,993,715	\$2,606,991	\$66,024,349
68	Bundaberg Associated Friendly Society Medical Institute	QLD	\$88,263,229	\$253,802	\$156,621	\$84,957,689
69	StateCover Mutual	NSW	\$87,995,000	-\$28,926,000	-\$28,926,000	\$558,414,000
70	Lawcover	NSW	\$85,632,000	-\$17,388,000	-\$12,298,000	\$413,821,000
71	Defence Bank	VIC	\$84,470,000	\$23,605,000	\$16,655,000	\$3,206,505,000
72	MIGA Insurance	SA	\$82,815,000	-\$3,294,000	\$957,000	\$463,786,000
73	Regional Australia Bank	NSW	\$82,386,000	\$24,574,000	\$17,310,000	\$3,149,585,000

Rank	Name	State	Gross turnover	EBIT	NPAT	Gross assets
74	Medical Indemnity Protection Society (MIPS)	VIC	\$76,739,000	-\$23,915,000	-\$21,112,000	\$646,486,000
75	Bank First	VIC	\$76,148,000	\$13,521,000	\$9,480,000	\$3,382,436,000
76	The Barossa Co-op	SA	\$72,714,171	\$2,227,729	\$447,859	\$82,453,945
77	Mildura District Hospital Fund	VIC	\$70,542,213	\$1,430,893	\$1,430,893	\$118,891,833
78	BankVic	VIC	\$67,680,000	\$16,617,000	\$11,614,000	\$2,827,715,000
79	Cowboys Leagues Club	QLD	\$65,408,283	\$16,468,150	\$15,974,783	\$78,030,730
80	Police Bank	NSW	\$64,800,000	\$6,400,000	\$4,300,000	\$2,462,600,000
81	Central Australian Aboriginal Congress	NT	\$64,799,538	\$663,758	\$428,662	\$52,025,000
82	Phoenix Health Fund	NSW	\$57,707,636	\$3,024,841	\$3,024,841	\$47,744,470
83	Kimberley Aboriginal Medical Services	WA	\$56,919,227	-\$347,623	-\$457,206	\$49,656,256
84	TGT Hardware (N.Q. Co-op)	QLD	\$54,390,450	\$2,433,861	\$2,296,418	\$40,142,931
85	Murrumbidgee Irrigation	NSW	\$51,965,000	-\$2,584,000	-\$3,806,000	\$662,644,000
86	Miwatj Health Aboriginal Corporation	NT	\$50,199,182	\$6,464,807	\$6,266,748	\$33,453,282
87	National Aboriginal Community Controlled Health Organisation (NACCHO)	ACT	\$48,149,315	\$257,514	\$257,514	\$60,165,811
88	Unity Bank	NSW	\$46,126,000	\$9,193,000	\$7,348,000	\$1,587,202,000
89	Australian Military Bank	NSW	\$42,547,000	\$2,539,000	\$1,988,000	\$1,605,318,000
90	Aboriginal and Torres Strait Islander Community Health Service Brisbane	QLD	\$41,977,186	-\$961,917	-\$961,917	\$64,771,508
91	Mount Barker Co-operative	WA	\$39,521,913	\$1,473,297	\$1,161,762	\$18,165,998

Rank	Name	State	Gross turnover	EBIT	NPAT	Gross assets
92	Australian Mutual Bank	NSW	\$38,690,000	\$6,482,000	\$5,429,000	\$1,778,057,000
93	RapidClean (Rapid Group Co-op)	NSW	\$38,604,946	\$84,408	\$54,557	\$7,500,348
94	Civic Risk Mutual	NSW	\$38,304,335	\$2,191,734	\$2,191,734	\$89,183,737
95	Police Credit Union	SA	\$37,950,000	\$8,726,000	\$6,574,000	\$1,190,170,000
96	G&C Mutual Bank	NSW	\$37,864,000	\$9,012,000	\$6,718,000	\$1,532,555,000
97	Hume Bank	NSW	\$36,383,000	\$6,802,000	\$5,086,000	\$1,618,442,000
98	Mallee District Aboriginal Services	VIC	\$35,935,650	\$7,005,627	\$7,005,627	\$49,508,986
99	Bank of us	TAS	\$35,043,627	\$6,919,003	\$5,170,604	\$1,361,684,912
100	Community First Bank	NSW	\$34,201,000	\$2,980,000	\$2,704,000	\$1,287,524,000

Appendix A: Notes to table:

1. Gross turnover comprises total revenue earned by each entity as disclosed in their Statement of Profit and Loss and Other Comprehensive Income. Turnover comprises revenue from contracts with customers, grants, investment income, gains on sale of assets and fair value increments through the profit and loss (e.g., investment property and financial instruments fair value increments).
 2. Gross Turnover for some CMEs includes the total income received by the enterprise as a co-operative or mutual rather than the amount of income accounted for by the enterprise as a business entity.
 3. EBIT = earnings before interest and tax. NPAT = net profit after tax. Blank = not available. All values are reported in Australian dollars.
 4. Financial information has been sourced in most cases from company annual reports, and where that has not been available from IBISWorld industry reports. All care has been taken to ensure accuracy of data; however, it is possible that some information may be incorrect.
- * Almondco Australia changed EOFY date in 2022. 2022 data represents operations between 1 June 2021 – 28 February 2022 (8 months).

Appendix B:

Australian Top 10 superannuation CMEs by gross assets FY2021–22

Rank	Name	State	Gross assets	Liabilities	Equity
1	Australian Super	VIC	\$271,748,000,000	\$12,764,000,000	\$258,984,000,000
2	Australian Retirement Trust	QLD	\$240,282,000,000	\$8,596,000,000	\$228,549,000,000
3	Aware Super	NSW	\$150,695,000,000	\$4,922,000,000	\$145,773,000,000
4	UniSuper	VIC	\$103,168,000,000	\$2,099,000,000	\$101,069,000,000
5	HOSTPLUS	VIC	\$80,878,428,000	\$874,360,000	\$80,004,068,000
6	Construction & Building Superannuation (CBUS)	VIC	\$72,240,012,000	\$2,331,180,000	\$69,908,832,000
7	HESTA	VIC	\$67,256,444,000	\$2,054,609,000	\$65,201,835,000
8	Retail Employees Superannuation Trust (REST)	NSW	\$67,122,000,000	\$1,496,000,000	\$65,626,000,000
9	Togethr (Equipsuper & Catholic Super)	VIC	\$30,190,508,000	\$604,070,000	\$29,586,438,000
10	Spirit Super	ACT	\$25,507,500,000	\$401,300,000	\$25,106,200,000

Appendix C:

Australian Top 100 CMEs by gross assets FY2021–22

(excluding superannuation funds)

Rank	Name	State	Gross assets	Liabilities	Equity
1	Great Southern Bank	QLD	\$17,863,900,000	\$16,569,200,000	\$1,294,700,000
2	Newcastle Permanent	NSW	\$13,941,577,000	\$12,855,651,000	\$1,085,926,000
3	Heritage Bank	QLD	\$12,324,105,000	\$11,575,947,000	\$748,158,000
4	People's Choice Credit Union	SA	\$10,446,786,000	\$9,761,880,000	\$684,906,000

Rank	Name	State	Gross assets	Liabilities	Equity
5	Teachers Mutual Bank Limited	NSW	\$10,442,335,000	\$9,768,208,000	\$674,127,000
6	Bank Australia	VIC	\$9,672,402,000	\$9,004,988,000	\$667,414,000
7	Greater Bank	NSW	\$8,386,542,000	\$7,811,566,000	\$574,976,000
8	Beyond Bank Australia	SA	\$8,290,900,000	\$7,657,900,000	\$633,000,000
9	Australian Unity	VIC	\$7,545,849,000	\$6,398,168,000	\$1,147,681,000
10	P&N Bank	WA	\$7,349,119,000	\$6,788,777,000	\$560,342,000
11	IMB Bank	NSW	\$7,076,295,000	\$6,639,049,000	\$437,246,000
12	RACQ	QLD	\$6,303,747,000	\$5,037,157,000	\$1,266,590,000
13	Qudos Bank	NSW	\$5,190,581,000	\$4,870,351,000	\$320,230,000
14	CBH Group	WA	\$4,378,551,000	\$1,989,829,000	\$2,388,722,000
15	Bank First	VIC	\$3,382,436,000	\$3,126,310,000	\$256,126,000
16	CUSCAL	NSW	\$3,317,500,000	\$3,024,300,000	\$293,200,000
17	Defence Bank	VIC	\$3,206,505,000	\$2,986,947,000	\$219,558,000
18	HCF	NSW	\$3,162,878,000	\$1,179,270,000	\$1,983,608,000
19	Regional Australia Bank	NSW	\$3,149,585,000	\$2,942,726,000	\$206,859,000
20	Queensland Country Bank	QLD	\$2,904,285,000	\$2,615,236,000	\$289,049,000
21	BankVic	VIC	\$2,827,715,000	\$2,609,762,000	\$217,953,000
22	Avant Mutual Group	NSW	\$2,701,900,000	\$1,384,400,000	\$1,317,500,000
23	RACV	VIC	\$2,663,800,000	\$735,700,000	\$1,928,100,000
24	Police Bank	NSW	\$2,462,600,000	\$2,248,300,000	\$214,300,000
25	RAC	WA	\$2,413,468,000	\$1,406,825,000	\$1,006,643,000
26	NRMA	NSW	\$2,058,652,000	\$972,624,000	\$1,086,028,000
27	HBF Health	WA	\$2,055,900,000	\$669,300,000	\$1,386,600,000
28	Catholic Church Insurance	VIC	\$1,779,515,000	\$1,491,487,000	\$288,028,000
29	Australian Mutual Bank	NSW	\$1,778,057,000	\$1,591,334,000	\$186,723,000
30	Hume Bank	NSW	\$1,618,442,000	\$1,522,522,000	\$95,920,000
31	Australian Military Bank	NSW	\$1,605,318,000	\$1,502,448,000	\$102,870,000
32	Unity Bank	NSW	\$1,587,202,000	\$1,459,579,000	\$127,623,000
33	G&C Mutual Bank	NSW	\$1,532,555,000	\$1,403,291,000	\$129,264,000
34	Credit Union SA	SA	\$1,401,846,000	\$1,290,182,000	\$111,664,000
35	Gateway Bank	NSW	\$1,381,190,000	\$1,265,042,000	\$116,148,000

Rank	Name	State	Gross assets	Liabilities	Equity
36	Bank of us	TAS	\$1,361,684,912	\$1,275,091,314	\$86,593,598
37	Community First Bank	NSW	\$1,287,524,000	\$1,183,003,000	\$104,521,000
38	Police Credit Union	SA	\$1,190,170,000	\$1,084,304,000	\$105,866,000
39	CEHL (Common Equity Housing Limited)	VIC	\$1,186,931,314	\$97,639,781	\$1,089,291,533
40	Illawarra Credit Union	NSW	\$1,055,525,000	\$1,003,876,000	\$51,649,000
41	Summerland Credit Union	NSW	\$1,030,918,000	\$957,562,000	\$73,356,000
42	Futurity Investment Group	VIC	\$1,024,763,000	\$923,682,000	\$105,852,000
43	The Mutual Bank	NSW	\$1,010,687,000	\$949,521,000	\$61,436,000
44	QBank	QLD	\$967,484,000	\$879,578,000	\$87,906,000
45	RAA	SA	\$835,376,000	\$567,426,000	\$267,950,000
46	Southern Cross Credit Union	NSW	\$817,759,000	\$752,442,000	\$65,317,000
47	Coastline Credit Union	NSW	\$797,880,000	\$742,925,000	\$54,955,000
48	Teachers Health	NSW	\$759,487,000	\$292,335,000	\$467,152,000
49	MOVE Bank	QLD	\$682,487,856	\$612,444,317	\$70,043,539
50	Murrumbidgee Irrigation	NSW	\$662,644,000	\$88,330,000	\$574,314,000
51	WAW Credit Union Co-operative	VIC	\$656,899,221	\$617,119,326	\$39,779,895
52	Medical Indemnity Protection Society (MIPS)	VIC	\$646,486,000	\$328,252,000	\$318,234,000
53	Horizon Bank	NSW	\$646,285,000	\$604,048,000	\$42,237,000
54	GMHBA	VIC	\$614,291,000	\$307,896,000	\$306,395,000
55	Capricorn Society	WA	\$613,933,000	\$316,193,000	\$297,740,000
56	EML	NSW	\$610,701,000	\$425,664,000	\$185,037,000
57	StateCover Mutual	NSW	\$558,414,000	\$414,967,000	\$143,447,000
58	Over Fifty Guardian Friendly Society	VIC	\$540,412,000	\$538,178,000	\$2,234,000

Rank	Name	State	Gross assets	Liabilities	Equity
59	Goulburn Murray Credit Union Cooperative	VIC	\$535,654,445	\$481,319,272	\$54,335,173
60	Australian Settlements Limited (ASL)	NSW	\$535,562,344	\$518,605,206	\$16,957,138
61	Murray Irrigation	NSW	\$500,943,000	\$15,838,000	\$485,105,000
62	MDA National	WA	\$490,402,000	\$353,371,000	\$137,031,000
63	MIGA Insurance	SA	\$463,786,000	\$304,511,000	\$159,275,000
64	CBHS Health Fund	NSW	\$436,851,000	\$207,045,000	\$229,806,000
65	Northern Inland Credit Union	NSW	\$429,539,289	\$386,748,306	\$42,790,983
66	Lawcover	NSW	\$413,821,000	\$266,491,000	\$147,330
67	Warwick Credit Union	QLD	\$404,127,325	\$375,001,653	\$29,125,672
68	The Capricornian	QLD	\$400,554,863	\$373,826,288	\$26,728,575
69	Foresters Financial	VIC	\$398,105,784	\$390,268,264	\$7,837,520
70	Macarthur Credit Union	NSW	\$370,154,478	\$343,883,560	\$26,270,918
71	RACT	TAS	\$359,721,000	\$204,730,000	\$154,991,000
72	UniMutual	NSW	\$313,831,214	\$308,662,415	\$5,168,799
73	Orange Credit Union	NSW	\$294,623,737	\$267,113,285	\$27,510,452
74	Central Irrigation Trust	SA	\$277,812,000	\$6,433,000	\$271,380,000
75	KeyInvest	SA	\$273,020,006	\$246,969,691	\$26,050,315
76	APS Benefits Group	VIC	\$268,886,195	\$263,428,223	\$5,457,972
77	First Option Bank	VIC	\$264,240,775	\$248,027,121	\$16,213,654
78	South West Slopes Credit Union	NSW	\$259,096,000	\$235,384,000	\$23,712,000
79	Health Partners	SA	\$249,877,000	\$68,293,000	\$181,584,000
80	Central West Credit Union	NSW	\$247,340,000	\$225,343,000	\$21,997,000
81	Laboratories Credit Union (LCU)	NSW	\$246,365,670	\$229,825,600	\$16,540,070
82	Westfund Health	NSW	\$245,965,000	\$68,415,000	\$177,550,000
83	Latrobe Health Services	VIC	\$241,648,993	\$73,218,138	\$168,430,855

Rank	Name	State	Gross assets	Liabilities	Equity
84	Coleambally Irrigation Co-operative	NSW	\$235,954,000	\$6,649,000	\$229,305,000
85	Dnister Ukrainian Credit Co-operative	VIC	\$233,739,000	\$207,624,000	\$26,115,000
86	International Buddhist Association of Australia Co-operative	NSW	\$218,788,472	\$7,564,473	\$211,223,999
87	Family First Credit Union	NSW	\$215,688,463	\$201,012,359	\$14,676,104
88	Norco Co-operative	NSW	\$214,306,000	\$142,602,000	\$61,205,000
89	Geelong Bank	VIC	\$205,780,000	\$192,206,000	\$13,574,000
90	TUH Health Fund	QLD	\$190,029,581	\$41,977,802	\$148,051,779
91	Capricorn Mutual	WA	\$175,023,000	\$147,674,000	\$27,349,000
92	Wammco International	WA	\$164,394,000	\$56,867,000	\$107,527,000
93	Peoplecare Health Insurance	NSW	\$162,512,838	\$56,626,713	\$105,886,125
94	The Casino Food Co-op	NSW	\$160,482,000	\$80,139,000	\$80,342,000
95	St.LukesHealth	TAS	\$155,519,296	\$48,382,118	\$107,137,178
96	HIF Australia	WA	\$149,892,408	\$59,522,173	\$90,370,235
97	National Pharmacies	SA	\$149,793,000	\$85,663,000	\$64,130,000
98	Navy Health	VIC	\$149,666,654	\$46,008,717	\$103,657,937
99	Woolworths Team Bank	VIC	\$144,754,548	\$135,270,969	\$9,483,579
100	Almondco Australia*	SA	\$144,615,000	\$96,466,000	\$48,149,000

Appendix C: Notes to table:

1. This list contains businesses ranked by total assets (not turnover) and includes several firms that did not appear in the Top 100 lists by turnover (Appendix A), while some of the firms listed there do not appear in this list.
2. Financial information has been sourced in most cases from company annual reports, and where that has not been available from IBISWorld industry reports. All care has been taken to ensure the accuracy of this data; however, it is possible that some information may be incorrect.

* Almondco Australia changed EOFY date in 2022. 2022 data represents operations between 1 Jun 21-28 Feb 22 (8 months).

Appendix D:

Australian Top 100 CMEs – Top 10 per state and territory by gross turnover
FY2020–21 (excluding superannuation funds)

Western Australia

State rank	Name	Gross turnover	Gross assets	National rank
1	CBH Group	\$6,227,861,000	\$4,378,551,000	1
2	Capricorn Society	\$2,930,206,000	\$613,933,000	3
3	HBF Health	\$1,857,500,000	\$2,055,900,000	5
4	RAC	\$1,230,853,000	\$2,413,468,000	7
5	Wammco International	\$497,487,000	\$164,394,000	18
6	Geraldton Fishermen's Co-operative	\$235,523,555	\$113,351,947	31
7	HIF Australia	\$182,797,800	\$149,892,408	42
8	P&N Bank	\$178,517,000	\$7,349,119,000	46
9	Capricorn Mutual	\$140,509,000	\$175,023,000	52
10	MDA National	\$92,409,000	\$490,402,000	66
Totals:		\$13,573,663,355	\$17,904,034,355	

New South Wales

State rank	Name	Gross turnover	Gross assets	National rank
1	HCF	\$3,522,960,000	\$3,162,878,000	2
2	Teachers Health	\$863,917,000	\$759,487,000	8
3	Norco Co-operative	\$652,013,000	\$214,306,000	12
4	NRMA	\$630,113,000	\$2,058,652,000	14
5	Avant Mutual Group	\$548,300,000	\$2,701,900,000	15
6	CBHS Health Fund	\$511,361,000	\$436,851,000	16
7	EML	\$510,023,000	\$610,701,000	17
8	ILG Distribution Co-operative	\$425,423,210	\$45,287,894	19
9	ILG Suppliers Co-operative	\$416,648,176	\$82,364,431	21
10	Newcastle Permanent	\$301,862,000	\$13,941,577,000	23
Totals:		\$8,382,620,386	\$24,014,004,325	

Victoria

State rank	Name	Gross turnover	Gross assets	National rank
1	Australian Unity	\$1,361,327,000	\$7,545,849,000	6
2	Catholic Church Insurance	\$726,510,000	\$1,779,515,000	10
3	RACV	\$699,700,000	\$2,663,800,000	11
4	GMHBA	\$642,298,000	\$614,291,000	13
5	Tyrepower Group	\$397,414,000		22
6	Associated Retailers Limited (ARL)	\$260,329,000		28
7	Bank Australia	\$231,305,000	\$9,672,402,000	32
8	Latrobe Health Services	\$192,970,950	\$241,648,993	40
9	Australian Dairy Farmers Corporation	\$174,633,794	\$19,607,108	47
10	Navy Health	\$109,807,926	\$149,666,654	59
Totals:		\$4,796,295,671	\$22,686,779,755	

Queensland

State rank	Name	Gross turnover	Gross assets	National rank
1	RACQ	\$2,048,797,000	\$6,303,747,000	4
2	Great Southern Bank	\$418,000,000	\$17,863,900,000	20
3	Heritage Bank	\$296,773,000	\$12,324,105,000	24
4	Queensland Country Bank	\$238,110,000	\$2,904,285,000	30
5	TUH Health Fund	\$201,702,769	\$190,029,581	38
6	Institute for Urban Indigenous Health	\$107,991,806	\$66,884,391	60
7	Bundaberg Associated Friendly Society Medical Institute	\$88,263,229	\$84,957,689	68
8	Cowboys Leagues Club	\$65,408,283	\$78,030,730	79
9	TGT Hardware (N.Q. Co-op)	\$54,390,450	\$40,142,931	84
10	Aboriginal and Torres Strait Islander Community Health Service Brisbane	\$41,977,186	\$64,771,508	90
Totals:		\$3,561,413,723	\$39,920,853,830	

South Australia

State rank	Name	Gross turnover	Gross assets	National rank
1	RAA	\$731,792,000	\$835,376,000	9
2	People's Choice Credit Union	\$289,965,000	\$10,446,786,000	25
3	National Pharmacies	\$266,667,000	\$149,793,000	27
4	Beyond Bank Australia	\$219,000,000	\$8,290,900,000	35
5	Health Partners	\$200,097,000	\$249,877,000	39
6	Police Health	\$191,651,385	\$102,755,217	41
7	Almondco Australia	\$125,646,000	\$144,615,000	55
8	CCW Co-operative	\$102,375,050	\$3,189,179	62
9	Master Butchers Co-operative	\$93,972,099	\$51,980,371	65
10	MIGA Insurance	\$82,815,000	\$463,786,000	72
Totals:		\$2,303,980,534	\$20,739,057,767	

Tasmania

State rank	Name	Gross turnover	Gross assets	National rank
1	St.LukesHealth	\$181,300,590	\$155,519,296	44
2	RACT	\$166,652,000	\$359,721,000	48
3	Tasmanian Independent Retailers Co-operative	\$98,504,055	\$65,273,590	63
4	Bank of us	\$35,043,627	\$1,361,684,912	99
Totals:		\$481,500,272	\$1,942,198,798	

Northern Territory

State rank	Name	Gross turnover	Gross assets	National rank
1	Arnhem Land Progress Aboriginal Corporation	\$137,565,139	\$127,405,944	53
2	Central Australian Aboriginal Congress	\$64,799,538	\$52,025,000	81
3	Miwatj Health Aboriginal Corporation	\$50,199,182	\$33,453,282	86
Totals:		\$252,563,859	\$212,884,226	

Australian Capital Territory

State rank	Name	Gross turnover	Gross assets	National rank
1	National Aboriginal Community Controlled Health Organisation (NACCHO)	\$48,149,315	\$60,165,811	87
Totals:		\$48,149,315	\$60,165,811	

Notes

Notes

*Business Council^{of}
Co-operatives and Mutuals*

BOOM

THIS IS SOCIAL BUSINESS