



# 2025 Annual General Meeting (AGM) Report

30 October 2025

# Contents

1.0	Message from Leadership	3
2.0	Business Plan	5
2.1	Key Priorities	6
3.0	A Year in Review	7
3.1	Financial Performance 2022-2025	8
3.2	Events	11
3.3	Membership	13
3.4	Taskforces and Expert Advisory Groups	14
3.6	Governance	15



# 1.0 Message from Leadership

As I leave the role of Chair, I reflect not only on the past 12 months, but the past decade I have been involved with the organisation.

I have spent the past 10 years surrounded by some incredible pillars of industry and it has been an honour to serve as Chair for four years. When I first got involved in IAQ someone said to me – IAQ will take what you can offer, but you'll get it back tenfold. It's been just an incredible association to be a part of for as long as I have.

One of the critical developments in the past four years has been the step change in maturing the governance of the association. At inception, the IAQ's rules facilitated an inclusive and collaborative arrangement where fundamentally all members could nominate a board member from their organisation. This was fantastic in theory, but as the organisation grew, so did the board until we had more than 60 board members and a smaller executive subcommittee responsible for board delegations. For well over a decade, we had toyed with the idea about changing the rules to facilitate a smaller board, however for various legacy reasons this was difficult to achieve. In 2024, through the assistance of the Board, Neil Silversides and Gillian Miles we finally made the requisite changes to the IAQ Rules to enable this change. IAQ now has a smaller more agile board that allows it to make decisions more effectively and will set it up for longer term growth and sustainability.

The past year has seen new CEO Tracy Mackey come into IAQ, and further organisational reforms will set the foundation for further growth of the association – a journey that will continue in the coming years. We've only just begun! All of these changes I'm very proud of and it has been incredible to watch the maturity of the organisation. Every year, every step, we keep improving, maturing processes, adding value and this, I believe, is IAQ's real strength.

We used to say, IAQ runs off the smell of an oily rag, and to some degree that is still

true. But a decade ago, we had one part-time contractor providing a day and half of assistance and 10 years on, we now have four contractors and countless others that help the ongoing operations for a stable platform for future growth.

IAQ's continued alignment to its values and its commitment to being a non-partisan industry body that advocates for advancing infrastructure for the communities in which we operate, bringing together both public and private sectors towards a common goal, is something we can all have pride in as member. No matter your background or expertise, IAQ is a broad church of members that align together in pursuit of making things better. We haven't deviated from this path and we're more relevant than ever.

As I sign off as Chair one last time, I know IAQ's success relies on the generosity and efforts of the individuals and organisations that support it. Every taskforce, expert advisory group and board member is contributing to IAQ through the generosity of their time. It is these individuals and engaged member-organisations that make IAQ successful. It is what has made, and will continue to make, IAQ a great association to be a part of.

I hope that IAQ continues to grow, change and adapt to the needs of the wider ecosystem. I hope that IAQ continues to be seen as a collaborative sounding board for government as they advance towards 2032 and beyond and that it takes the lead on future reforms and opportunities for the infrastructure sector.

While I'll be stepping back from the Chair position at this year's AGM, I look forward to remaining involved and continuing to see IAQ thrive in the years ahead.

Regards,  
Jon Frew, IAQ Chair



2025 has been a year of renewal and direction-setting for IAQ. Since stepping into the CEO role early this year, my focus has been on continuing to strengthen IAQ's efforts to deliver value for members and the broader infrastructure sector.

The new Strategic Plan provides a clear roadmap for IAQ into the future. Focused on member benefit, sector capability, thought leadership and organisational evolution, it sets out how we will measure progress and deliver real value. It also reinforces IAQ's role as a respected, independent voice that connects industry and government to drive better infrastructure outcomes for Queensland.

This year, IAQ's range of events has expanded, with our first live streaming of a major event, three social spritzers and our inaugural study tour. Our renewed taskforces and expert advisory groups have continued to foster collaboration and insight across a range of critical areas, from the 2032 Games legacy and energy transition to transport, regional growth, and health and housing.

Our continued membership base growth is a testament to the industry's confidence in IAQ's purpose and direction. The engagement and enthusiasm of our members remind us that the strength of IAQ lies in its community.

I'd like to thank our Chair, Jon, the Board and our members for their support and commitment throughout the year. Together, we've laid strong foundations for IAQ's next chapter, and I look forward to building on that momentum as we move into 2026 and beyond.

Regards,  
Tracy Mackey, CEO





# 2.0 Business Plan

# 2.1 Key Priorities Areas

As directed by the Board, IAQ will continue to build on the success and momentum of 2025, delivering on the following key priorities:

1. Member Benefit
2. Sector Capability
3. Thought Leadership
4. Evolving Organisation

Supporting and lifting industry and government to deliver better infrastructure outcomes, holding participants accountable for actions.

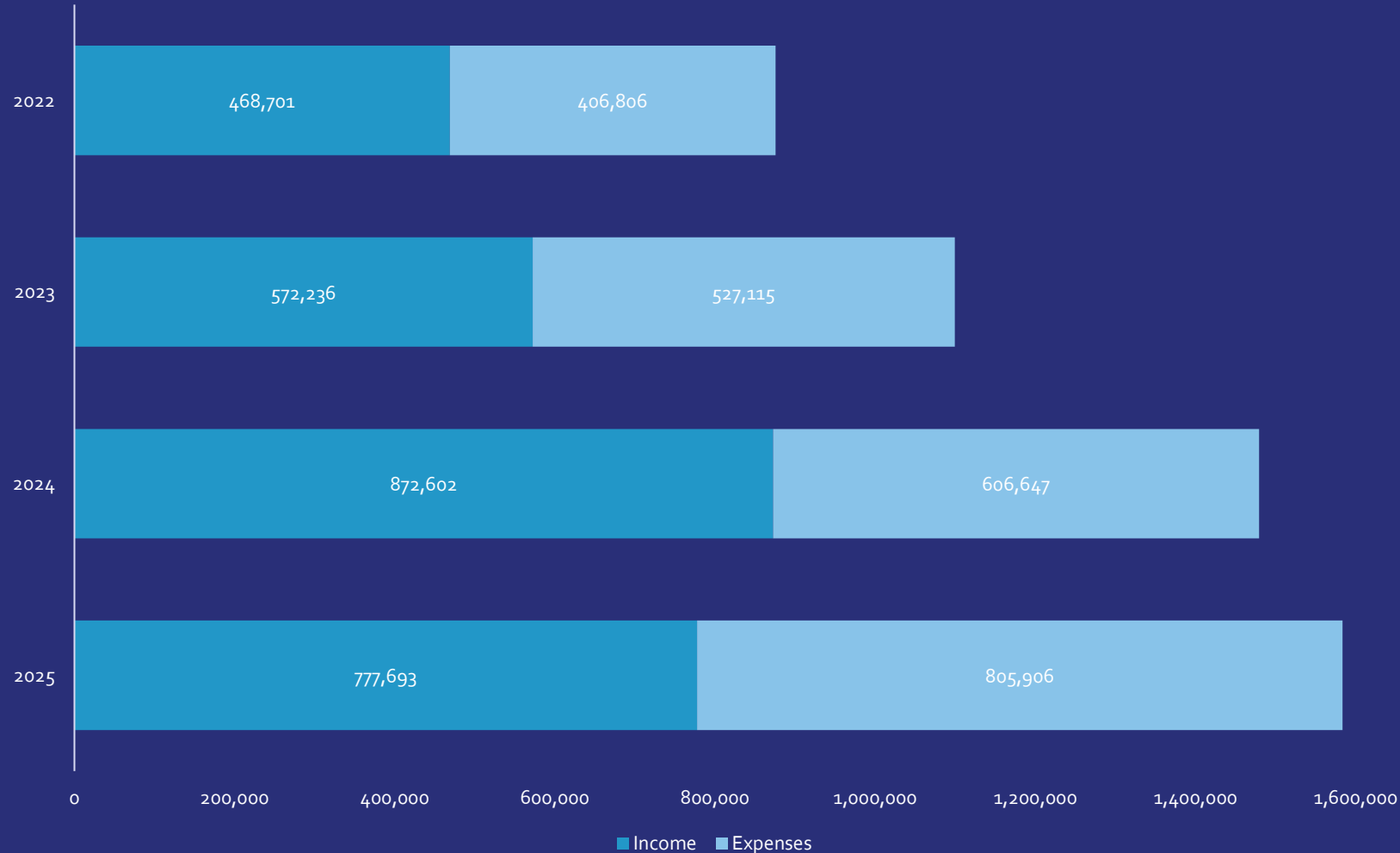
STRATEGIC PILLAR	SUCCESS MEASURES	KPI
MEMBER BENEFIT	Member satisfaction	<ul style="list-style-type: none"> <li>Member survey completion</li> <li>Net increase in positive sentiment from members</li> </ul>
	Maintain and increase member numbers	<ul style="list-style-type: none"> <li>10% increase in members (annual)</li> </ul>
SECTOR CAPABILITY	Extend product offerings	<ul style="list-style-type: none"> <li>Post activity attendance surveys completed</li> <li>Net increase in satisfaction from post-attendance surveys</li> </ul>
	Leadership pathways for members	<ul style="list-style-type: none"> <li>Development and delivery of leadership programs</li> </ul>
THOUGHT LEADERSHIP	Enhance IAQ profile	<ul style="list-style-type: none"> <li>Increase in media coverage from IAQ activities</li> </ul>
	Active IAQ representation	<ul style="list-style-type: none"> <li>Attendance and feedback from key industry forums</li> </ul>
	IAQ thought leadership and marquee activities	<ul style="list-style-type: none"> <li>Feedback and engagement on key IAQ thought leadership activities</li> <li>Continued development of IAQ thought leadership</li> </ul>
EVOLVE ORGANISATION	Stronger governance	<ul style="list-style-type: none"> <li>Delivery of foundational IAQ governance arrangements and policies</li> </ul>
	Support for taskforces	<ul style="list-style-type: none"> <li>Feedback from taskforce attendees and chairs</li> </ul>
	Grow team and capability	<ul style="list-style-type: none"> <li>Feedback from team members, Board and key stakeholders</li> </ul>



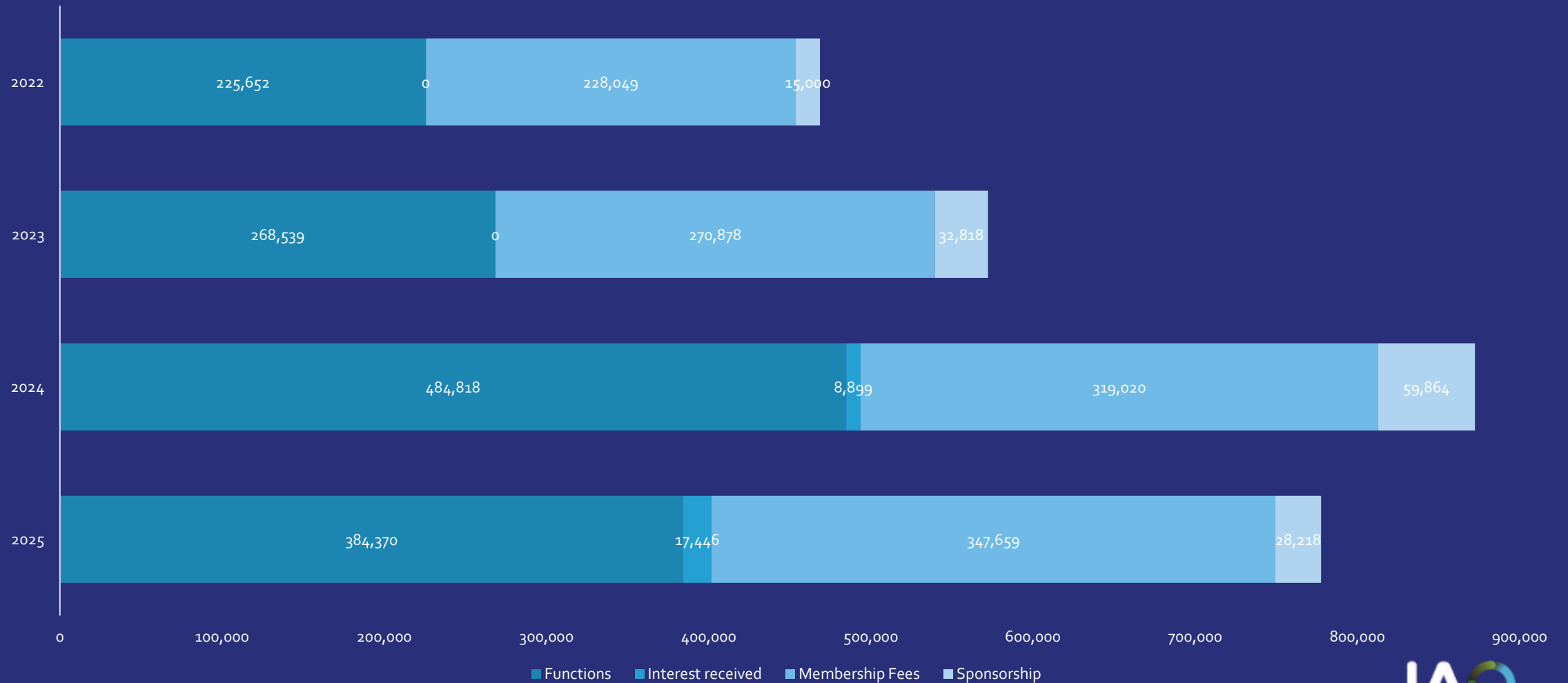


# 3.0 A year in review

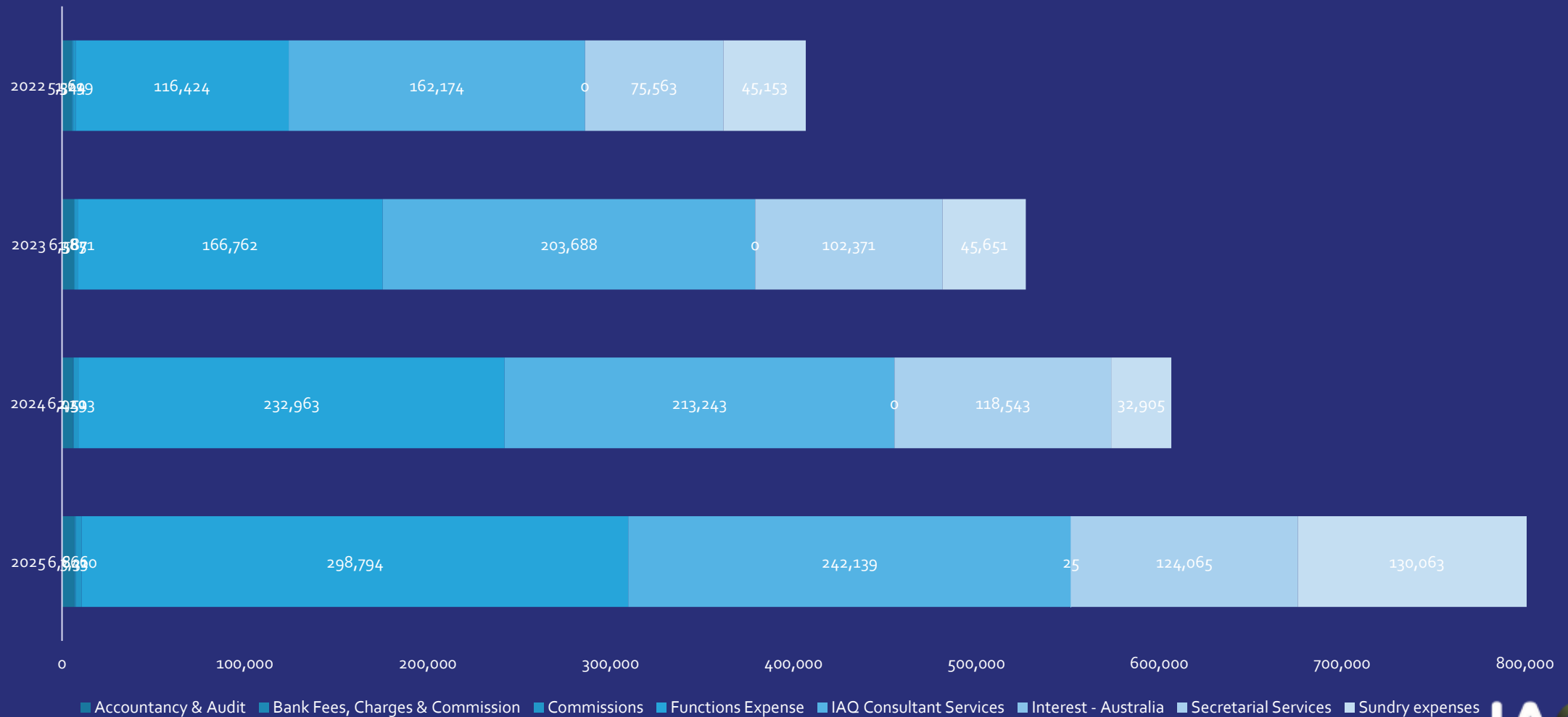
# 3.1 Financial Performance (2022-2025)



# 3.1 Income (2022-2025)



# 3.1 Expenses (2022-2025)



# 3.2 Events YOY Comparison

EVENTS	2024	2025
INFRASTRUCTURE ASSEMBLY	1 (264 pax)	1 (213 pax)
MAJOR INDUSTRY BREAKFASTS	3	3
BOARDROOM BREAKFASTS	5	5
SOCIAL SPRITZERS	0	3
WEBINARS	2	0
REGIONAL EVENTS	4	1
2032 GAMES TASKFORCE ROUNDTABLES	1	4
OTHER (E.G. EPIQ, AGM, STRATEGY SESSIONS, NETWORKING, STUDY TOUR)	25	12
<b>TOTAL EVENTS</b>	<b>41</b>	<b>28</b>



# 3.2 Key Events 2025

Date	Topic
20 Feb	CIT joint event with AIE – Sustainable Aviation Fuels
27 Feb	DSDIP 2025 Scene Setting networking event
18 Mar	Members’ Strategic Planning Session
19 Mar	Boardroom Breakfast – Finance with the Treasurer
20 Mar	Advancing Diversity in Infrastructure Leadership Network Breakfast
26 Mar	Major Industry Breakfast – Shaping Queensland’s future through Games legacy
26 Mar	EPIQ/QMCA ‘Scarcities in Infrastructure’ joint Event
8 May	Mackay Major Industry Forum and Breakfast “Delivering resource sector infrastructure”
14 May	Boardroom Breakfast - Department of State Development
20 May	2032 Games Legacy Roundtable
22 May	IAQ Social spritzer
5 Jun	Major Industry Breakfast – How Resources, the Regions and Decarbonization can deliver a brighter future for Qld
15 Jul	2032 Games Roundtable – Infrastructure Resilience
17 Jul	Members Benefits session 4pm – 6pm
23 Jul	Boardroom Breakfast – Health for Queensland
31 Jul	IAQ Member Social spritzer
21 Aug	Boardroom Breakfast – Deputy Under Treasurer
20 Aug	Major Industry Breakfast - Connecting Queensland – Future Transport
10 Sept	Study Tour Kick off Workshop
12 Sept	2025 Infrastructure Assembly
16 Sept	2032 Games TRANSPORT Roundtable
18 Sept	EPIQ Social Infrastructure Event
5 – 11 Oct	IAQ Study Tour
23 Oct	IAQ Member Social spritzer
30 Oct	AGM
12 Nov	EPIQ Water Toolkit Event
13 Nov	Boardroom Breakfast – Transport
18 Nov	2032 Games CITY READINESS AND OPERATIONS Roundtable
26 Nov	IAQ Member Xmas and Awards Celebration

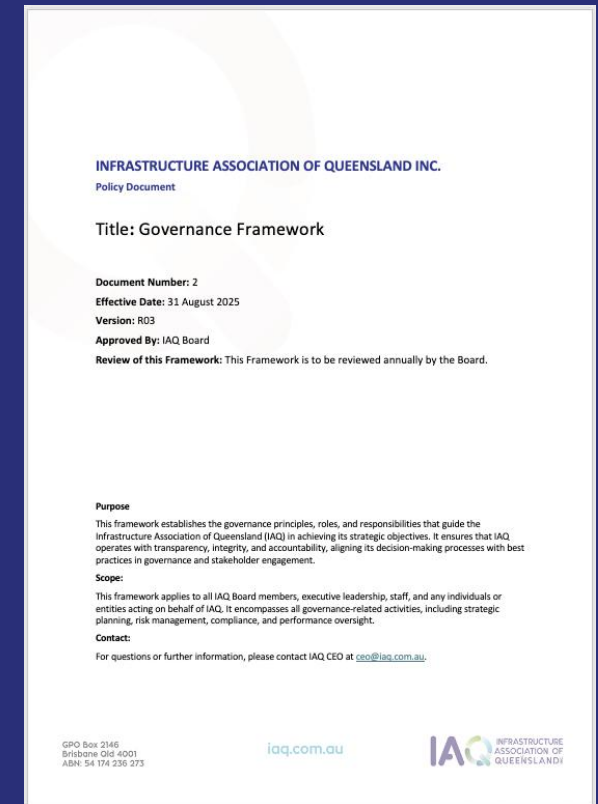
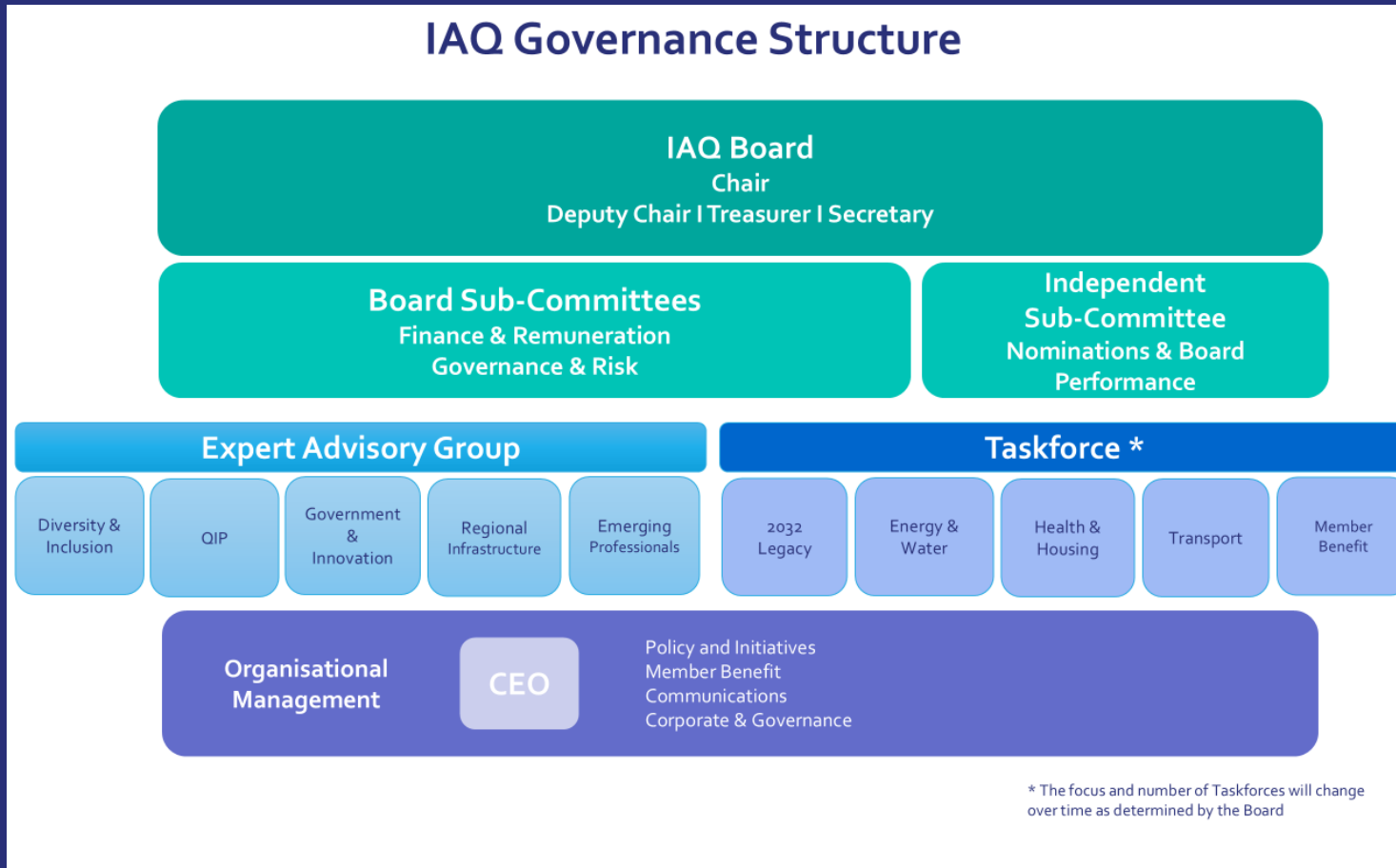


# 3.3 Membership

	2023	2024	2025
Member renewals	94	99	101
New members	20	19	24
<b>Total members</b>	<b>114</b>	<b>118</b>	<b>125</b>

Membership Types	Total	Revenue
Corporate Tier 1	74	\$296,000
Corporate Tier 2	24	\$48,000
Associate	15	\$42,000
Individual	12	\$10,800
<b>Total membership revenue</b>	<b>125</b>	<b>\$398,800</b>

# 3.5 Governance



# 3.4 Taskforces and Expert Advisory Groups

## EXPERT ADVISORY GROUPS

- **Diversity and Inclusion:** Shaylee Cowan and Rhyl Jones McCoy
- **Emerging Professionals:** interim – Marc King-Turner and Ben Pimley
- **Government and Innovation:** Mindy Trezise and Adrian Vesnaver
- **QIP:** Luke Whistler and Tracy Mackey
- **Regional:** Brenden Quabba

## TASKFORCES

- **2032 Legacy:** Brad Wood and Nina Nguyen
- **Energy and Water:** Akshay Doosa and Paul Tracey
- **Health and Housing:** Brad Gaston and Greer Sullivan
- **Member Benefit:** Robert Hoffmann
- **Transport:** Jason Cooper and Sarah McCreesh



**IAAQ** INFRASTRUCTURE  
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