



AUSTRALIAN
INSTITUTE OF
QUANTITY
SURVEYORS

2017-18 ANNUAL REPORT



AUSTRALIAN
INSTITUTE OF
QUANTITY
SURVEYORS

FOREWARD

Welcome to the restructured AIQS Annual Report.

The purpose of this Report is to provide you with relevant details on the performance of AIQS throughout 2017-18 that directly relate to the AIQS 2015-2020 Strategic Plan.

The AIQS President, Treasurer, CEO, Chapter Presidents and Portfolio Managers have all contributed to the writing of this Report.





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"The future is in all our hands, and I encourage all AIQS members to participate in, and contribute to the future growth and success of AIQS and the broader quantity surveying profession."

Professor Anthony Mills, President, AIQS

"There are continued changes and hurdles to overcome across the Quantity Surveying sector, including the growing roll-out of contingent labour, improving diversity, retaining skilled workers who have periods out of the workforce, and the evolving roles and services provided by Quantity Surveyors."

Grant Warner, Chief Executive Officer

"AIQS continues to assist in educating the industry that only AIQS members have the skills and governance to provide fully independent cost advice."

Peter Clack, Treasurer

"Without the help and support of all our volunteers, Board members, Chapter members and Committee members, as well as all those putting in extra time and hours for AIQS, achievement of our milestones would have been inconceivable."

Annick Ah Lan, Operations and Membership Manager

"Thank you to our members who continue to develop quality educational and networking opportunities. Thank you to all of our presenters for their efforts in producing these sessions for the benefit of members."

Lani Kirby, Education and Events Manager

"Thank you to all of our corporate partners (Exactal, Member Advantage Insurance Broking), sponsors and advertisers for your support throughout 2017-18. To the industry professionals who have written articles for our publications, we thank you for your effort and time."

Anthony Lieberman, Communications and Marketing Manager

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ABOUT AIQS

Australian Institute of Quantity Surveyors (AIQS) is a professional standards body with 4000+ members globally. Through leadership, standards and code of conduct, AIQS ensures that members are dedicated to maintaining the highest standards of professional excellence. AIQS is a not-for-profit company limited by guarantee.

AIQS operates with Chapters representing each State of Australia as well as an International Chapter. Chapter meetings are typically held each month and each Chapter is responsible for conducting APC interviews and delivering events.

BOARD OF DIRECTORS

PRESIDENT

Professor Anthony Mills (Victoria Chapter)

TREASURER/IMMEDIATE PAST PRESIDENT

Peter Clack (Victoria Chapter)

SENIOR VICE PRESIDENT

Mark Chappe (Australian Capital Territory Chapter)

JUNIOR VICE PRESIDENT

Peter Ng (International Chapter)

Stephen Bisseker (Australian Capital Territory Chapter)

Dammika Gamage (International Chapter)

Mike O'Shea (New South Wales Chapter)

Simon Squire (New South Wales Chapter)

Andrew Brady (Queensland Chapter)

Tom Ford (Queensland Chapter)

Debbie Marsh (South Australia Chapter)

Vacant (South Australia Chapter)

Robin Wheelwright (WA Chapter)

Stephen Warne (WA Chapter)

PRESIDENT'S MESSAGE

The last year has been a significant time for AIQS, with progress on many fronts.

As my predecessor mentioned in the 2016-17 Annual Report, there are many challenges in the external environment, as well as challenges within the Quantity Surveying profession.

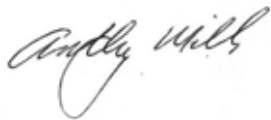
The AIQS current strategic goals have enabled AIQS to establish a platform to drive greater reliance on Quantity Surveyors as the key independent professional in managing all aspects associated with construction (asset) cost management. AIQS is taking a more proactive role in driving increased relevance and reliance on the services of members engaged in construction cost management. Underpinning this are increased educational, professional and technical standards which can be relied upon by governments, and other member clients.

The AIQS will be establishing a new strategic plan in March 2019 for implementation from 1 July 2020, providing time to ensuring appropriate resourcing and operational planning are aligned over the next 18 months.

This year, AIQS has embarked on a range of activities including; marketing, professional development, certification, education and an international conference.

AIQS has been working hard on improving services to our members, raising the profile of the profession, promoting the importance of engaging a Certified Quantity Surveyor as the key consultant at project inception to developers and funders of construction.

The future is in all our hands, and I encourage all AIQS members to participate in, and contribute to the future growth and success of AIQS and the broader quantity surveying profession.



Professor Anthony Mills,
President

CEO'S LETTER

2017-18 represented the half-way mark for AIQS's current strategic planning cycle (2015-20), with significant progress being made across all goals. These include the continued take-up of the AIQS Academy, implementation of the Certified Quantity Surveyor designation, establishment of the diversity and inclusion committee, stakeholder engagement through the executive forum lunches, as well as meetings with commonwealth, state and territory governments. Once again "change" has become a key driver.

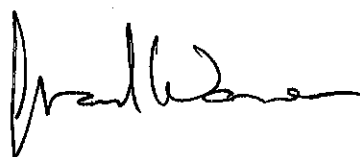
To have achieved a significant turnaround in a relatively short period of time has required a lot of hard work from AIQS staff and members. I would like to thank the head office staff for their dedication and professionalism in not only embracing change, but in proactively identifying initiatives that will deliver increased services and engagement with the membership.

In addition, I commend the commitment and dedication provided by the large number of members who have volunteered their time and expertise over the year in contributing to the AIQS Board, Chapter Councils, and national committees.

Establishment and resourcing of AIQS's seven portfolios (Membership, Education, Standards, Communications, Governance, International, and Finance) has enabled AIQS to focus on delivering new and/or continuing initiatives in support of achieving AIQS's strategic goals. Each portfolio is supported by a committee (or committees) and administered through head office. In total, AIQS has in place seventeen committees/sub-committees developing a range of goods and services for the benefit of members, the profession and users of quantity surveyor services. Details of each portfolio's activities over 2017-18 are included under the relevant strategic goal.

October 2017 saw a change-over in President with Peter Clack stepping down after two years and Professor Anthony Mills picking up the baton. I extend my thanks to Peter for his significant contribution to AIQS and the profession during his term as President. The work to drive increased professionalism and member services continues during Anthony's term as President.

Looking ahead, there are continued changes and hurdles to overcome across the Quantity Surveying sector, including the growing roll-out of contingent labour, improving diversity, retaining skilled workers who have periods out of the workforce, and the evolving roles and services provided by Quantity Surveyors.



Grant Warner,
Chief Executive Officer

STRATEGIC GOAL 1 GLOBALLY RECOGNISED BRAND

EXPANDED OUR REACH IN THE MIDDLE EAST

The 2017-18 year marked another exciting phase in AIQS's global recognition, with the opening of a new office in Doha; adding to our existing Middle East address in Dubai. This enables AIQS to respond effectively to the growing needs of our varied worldwide membership base whilst aligning with our strategic goal of becoming a globally recognised brand. The AIQS Middle East operations are supported by our Membership and Events Manager located in Doha.

COLLABORATION WITH ASSOCIATIONS AROUND THE GLOBE

Over the year, AIQS commenced organising the joint 11th International Cost Engineering Council (ICEC) World Congress, 22nd Annual Pacific Association of Quantity Surveyors (PAQS) Conference, and the 3rd International QS BIM Conference, which is being held 18 - 20 November 2018 at International Convention Center, Sydney.

2017-18 saw the signing of Mutual Recognition Agreements with the Canadian Institute of Quantity Surveyors, and the Institute of Quantity Surveyors Sri Lanka at the PAQS Conference in Vancouver in July 2017. Mutual Recognition Agreements (replacing outdated Reciprocity Agreements) are being developed in consultation with the Hong Kong Institute of Surveyors, Singapore Institute of Surveyors and Valuers, Royal Institution of Surveyors Malaysia, and the Philippine Institute of Certified Quantity Surveyors.

These agreements are designed to facilitate greater transportability of Quantity Surveying professionals between countries which frequently have differing regulatory regime and the provision of mutually beneficial Continuing Professional Development (CPD) for AIQS members working in those countries.

A Memorandum of Understanding (MOU) with China Engineering Cost Association was signed in September 2017, and new MOUs are being developed with Ikatan Quantity Surveyor Indonesia and the Fiji Institute of Quantity Surveyors. MOUs enable participating organisations to work together to increase professional, technical and education standards, and share information.

AIQS successfully participated in the 2nd International QS BIM Conference hosted by the Hong Kong Institute of Surveyors, in November 2017. Other participating organisations include Singapore Institute of Surveyors and Valuers, and Royal Institution of Surveyors Malaysia.

SPREADING OUR BRAND GLOBALLY VIA SOCIAL MEDIA

To extend the AIQS brand both across Australia and globally, presence on social media (LinkedIn, Twitter and Facebook) was strengthened. AIQS also reached out to global companies that provide solutions for the QS industry to market to our members.

STRATEGIC GOALS 2 + 3: CREDENTIAL OF CHOICE FOR CLIENTS AND MUST HAVE MEMBERSHIP

During 2017-18 we welcomed 177 new members into AIQS.

OUR MEMBER RETENTION RATE IS HIGH

AIQS now has a retention rate of its existing and new members of over 93% and we are seeing renewed growth in membership from the non-tradition consultancy base.

IMPLEMENTATION OF CQS

Continued promotion of CQS has resulted in an increase in the number of corporate members taking up this designation.

All eligible corporate members are encouraged to take up the Certified Quantity Surveyor (CQS) designation as a mark of increased professionalism.

Benefits of maintaining the CQS designation are reflected in the increasing number of government departments /agencies and financial institutions which have stipulated a requirement for this. Details of the CQS eligibility requirements available from the AIQS website.



MEMBERSHIP COMMITTEE

The Membership Committee was established to review CQS applications, provide strategic oversight of member engagement and advancement strategies, improving member awareness of AIQS activities and priorities, reviewing policies and guidelines to support the membership, and supporting broader member recruitment and retention activities.

INTEGRATING SOCIAL RESPONSIBILITY

2017-18 saw the establishment of the Diversity and Inclusion committee. This committee is responsible for the development of guidance and toolkits to assist members and their firms understand key elements and challenges around creating a diverse and inclusive workplace. The committee will develop strategies to attract more women and other cultures to the Quantity Surveying and Cost Estimating professions as well as develop guidelines. AIQS has a Benevolent Fund setup to assist needy members and the relatives of deceased members.

STRATEGIC GOAL 4: LEADING EDGE EDUCATION AND PROFESSIONAL DEVELOPMENT

ONLINE TRAINING

The AIQS Academy opened in 2017 and is attracting large numbers of participants. The Academy is an online training portal available for professionals working in the Built Environment. Increased take-up of the AIQS Academy with over 4,600 individual modules being purchased between January 2017 and end June 2018. While the Academy was originally established to fill the gap that existed for graduates, it is more frequently incorporated into member firms graduate training programs.

FACE-TO-FACE AND ONLINE EVENTS

AIQS delivered a total of 84 hours of CPD events (including site visits) and 27 networking events across the Chapters. Topics covered included Project Controls, Affordable Housing, Project Risk for Value Creation, BIM - Revisions and the Living Cost Estimate, Contract Administration, Effective Negotiations, Tax Depreciation, Importance of the Quantity Surveyor and Reporting to the Financial Institution, Coaching and Mentoring Skills, Security of Payments Act Update, and Legal Concepts.

INSPIRING THE FUTURE WORKFORCE TO BECOME QUANTITY SURVEYORS

AIQS extended the promotion of Quantity Surveying as a career option at nine Careers Expos and Careers Advisors events throughout Australia. These events help to raise the profile of the profession and explain the industry opportunities to the younger generation, their parents, and careers advisors.

ENGAGEMENT WITH UNIVERSITIES

As with previous years, AIQS sponsored two university awards within the 2017 UTS Design, Architecture and Building Annual Prize Giving Ceremony in September. Work has commenced to deliver CPD events to regional members as well as revitalised AIQS Scholarship Program for Year 12 students. AIQS is actively engaged with all accredited universities, providing leading sessional lectures and publications.



COMMITTEE STEERS EDUCATION FORWARD

During 2017-18, the Education Committee re-accredited three university degrees: Bachelor of Building and Construction Management at University of Canberra, Bachelor of Applied Science (Construction Management) and Bachelor of Applied Science (Construction Management) (Honours) at Curtin University.

The Education Committee continues to provide advice to the AIQS Board on the following:

- education pathways and standards
- review and implementation of a framework for the development and delivery of quality CPD programs
- accreditation of university courses and establishment of strong partnerships with such institutions
- oversee the development and delivery of high-quality education programs for all members
- broaden the base of the education platform of AIQS

YQS MOMENTUM CONTINUES

Young Quantity Surveyors (YQS) groups, who represent our members under 35 years of age, are very active within their own Chapters often running multiple CPD and social events throughout the year. YQS chairs from each Chapter met face-to-face in Melbourne in October 2017 to exchange ideas and learnings as well as discuss new initiatives and engagement for our young members with the Head Office. The group also spent the day planning for the Young Quantity Surveyors/Cost Engineers Program which will take place as a part of the ICEC-PAQS 2018 Conference.

STRATEGIC GOAL 5: RESPECTED THOUGHT LEADER AND ADVOCATE

PRO-ACTIVELY RAISING INDUSTRY ENGAGEMENT

Building on the initiatives implemented over previous years, 2017-18 saw a continuation of a more proactive approach to delivering member services and raising the profile of the Quantity Surveying and Cost Estimating professions. Central to this has been continued engagement with a range of stakeholders across the construction industry. Once again, change has been key, with a focus on building a dynamic professional institute at the forefront of the construction cost industry. AIQS executive lunches continue to be successful forums for engaging with the broader construction sector. Over the year ten forums were held around Australia with over 140 attendees.

NEW COMMITTEES AND OUTPUT

2017-18 saw the establishment of the Banking and Finance Committee. This Committee is having a significant impact on the manner in which financial institutions engage with Quantity Surveyors. The Banking and Finance Committee is responsible for identifying and addressing issues impacting the Finance and Quantity Surveying sectors. Initial output will see the launch of the 'Construction Financing Reports' Guidance Note at the ICEC-PAQS 2018 Conference. The purpose of this Guidance Note is to create a uniform scope of service and clarify the Quantity Surveyor's role in providing construction cost management services to both financiers and developers.

The BIM Committee, responsible for enhancing the knowledge and awareness of BIM for Quantity Surveyors, has, in conjunction with the NZIQS BIM Committee, developed a joint ANZIQS 'BIM Best Practice Guide (for Quantity Surveyors)' which will be launched at the ICEC-PAQS 2018 Conference.

Other committees to be established include an Infrastructure Committee to develop mechanisms for increasing the role, function and profile of Quantity Surveyors on infrastructure projects.

GUIDANCE NOTES AND PUBLICATIONS

AIQS continues to develop information papers and guidance notes. As well as the guidelines mentioned previously, topics being covered include Bills of Quantities, Cost Planning and Estimating, Dispute Resolution, Life Cycle Cost Analysis, Replacement Cost Assessments, Professional Practice, Tax Depreciation, Contract Administration, Security of Payments, Risk Allocation, Preliminaries – Allocation and Assessment, Assessment of Professional Competence, Determining Developer Contributions, Assessing Cost to Complete, Replacement Cost Assessments.

AIQS and NZIQS finalised the 'Australian and New Zealand Standard Method of Measurement of Building Works (ANZSMM)'. NZIQS launched the publication in New Zealand in February 2018 as a replacement to the outdated NZS4202. AIQS will launch the new publication later in 2018. A review of the 'Australian Cost Management Manual' has commenced including incorporation of the 'International Cost Measurement Standard (ICMS)'.

AIQS IS ENGAGING INDUSTRY

AIQS continues to participate at the Australian Construction Industry Forum which has included several meetings with a commonwealth, state and territory government ministers and shadow ministers. AIQS members can now access the 10-year construction industry forecast reports as part of their active membership.

AIQS is a member of the Australasian BIM Advisory Board which was established to develop a consistent approach to the adoption of BIM across jurisdictional boundaries. AIQS is one of only two professional bodies to take part in what is principally a government advisory body.

Participation on, and working with, the Tax Practitioners Board (TPB) in its revise governance structure ensuring that AIQS members, who are registered Tax Practitioners, comply with provisions of the Tax Agents Act.

AIQS regularly engages with the public and private sectors to promote the benefits of engaging Quantity Surveyors and over 2017-18 this included:

- Department of Education and Training Victoria – highlighting the requirement for Quantity Surveyors to advise clients on what they need to know, not what they think they want to hear
- Development Victoria
- Western Australian Department of Finance - Building Management and Works
- Canberra Business Chamber
- South Australian Young Builders Alliance
- Chartered Institute of Building
- National Association of Women in Construction
- Institution of Civil Engineers
- Queensland Department of Housing and Public Works

AIQS lodged a submission to the Queensland Government review of Security of Payment, Building Industry Fairness Reforms - Project Bank Accounts.

RESEARCH OPPORTUNITIES

AIQS has established a Research Trust to finance applied research across the field of Quantity Surveying.

STRATEGIC GOAL 6: STRONG ORGANISATIONAL STRUCTURE AND COMMUNICATIONS

NEW STAFF BRINGS HEIGHTENED LEVELS OF COMMITMENT

The past year has seen a few changes at head office, with new staff integrating seamlessly with the team across Australia and the Middle East, working tirelessly to ensure delivery of quality membership services. Their enthusiasm and commitment to achieving customer satisfaction is to be commended and celebrated. As we propel forward with the initiatives set within the 2015-20 strategic plan, we also persist in evolving, pre-empting and acting on feedback received from our members as well as key stakeholders within the industry. To quote George Bernard Shaw, "progress is impossible without change, and those who cannot change their minds cannot change anything"; it is in this spirit that we thus go forth. We also added a new resource in Victoria which may ultimately lead to additional resourcing across other Chapters.

PROFESSIONAL COMMUNICATIONS AND MARKETING IS LAYING THE FOUNDATION FOR FUTURE EXPANSION

Communication with members is essential for a thriving professional organisation, and this has continued either through our fortnightly E-Bulletins, quarterly Chapter Presidents and YQS Chairs teleconferences, participation at Chapter Council meetings/AGM's and Chapter events, through the restructured Building Economist and enhanced social media.

A comprehensive review of AIQS Communications and Marketing conducted in the first half of 2018, several new strategic initiatives will:

- support AIQS to further strengthen its globally recognised brand
- stimulate higher levels of membership growth and retention
- increase the attendance at, and awareness of, AIQS education and events
- secure sponsorship and advertising funds from suppliers
- encourage members to apply for CQS designation
- enhance the content delivered to members and the construction industry through the flagship publication The Building Economist
- improve the functionality of the AIQS website via the new CRM system being developed in 2019

Presence on social media was strengthened throughout the year, focusing on LinkedIn, Twitter and Facebook. LinkedIn is proving to be a standout as it draws in new membership, event attendees and CQS applicants.

STRATEGIC GOAL 7: DIVERSE AND SUSTAINABLE FUNDING

STABLE FINANCIAL POSITION TREASURER'S REPORT

After several years of decline in AIQS's cash reserves, due to careful management and strategic initiatives being implemented, AIQS has returned to a stable financial position. Prior to 2015, AIQS received up to 70% of its income from members fees. As of June 2018, this reliance of members fees to fund AIQS is down to 56%. The 2015 Strategic Plan talks about reducing this reliance on members fees to less than 40%. A target the Board is still working to and hoping to achieve in the years ahead.

The initiatives that have helped and will continue to stabilise AIQS's financial position are AIQS Academy; increased CPD events (face to face and webinars); increased publication sales; increased skilled migration assessments. While the skilled migration assessments may only be seen as a 'seasonal windfall' due to the heightened state of the construction industry, it is expected the industry will remain in this 'saturated' state for several years to come.

AIQS's financial operations strategies require cash surpluses each year, with 2017-18 returning a surplus of \$201,449.

With this additional income, AIQS has been able to absorb higher costs, that have not been passed onto members, while also providing additional services to members and the profession.



Peter Clack
Treasurer

CHAPTER COUNCILLORS

AUSTRALIAN CAPITAL TERRITORY

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Fiona Doherty
VICE-PRESIDENT
David Warren
DIRECTOR/SECRETARY
Stephen Bisseker
TREASURER
James Osenton
DIRECTOR
Mark Chappe
COUNCILLORS
Ruky Wang
Peter Spaven
Jason Shephard

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Irena Kuzman
TREASURER
Andrew Doherty
VICE PRESIDENT
Matthew Ostapenko
SECRETARY
Benjamin Nicholson
DIRECTOR
Mike O'Shea
DIRECTOR
Simon Squire
COUNCILLORS
Louise Vlatko
Terence Wu
John Barker
Robert Magnano
Lee Si Lo

INTERNATIONAL

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Chitra Weddikkara (Sri Lanka)
VICE-PRESIDENT
Leong Choong Peng (Thailand)
TREASURER
Vacant
SECRETARY
Ajantha Premarathna (United Arab Emirates)
DIRECTOR
Peter Ng (Hong Kong)
DIRECTOR
Dhammika Gamage (UAE)
COUNCILLORS
Riza Mohamed (Qatar)
AT Ong (Singapore)
Daniel Leung (China)
Joseph Chin (Brunei Darussalam)
Julie de la Cruz (Philippines)
Choon Hoo Tan (Malaysia)
Suganthan Pathmanathan (Oman)

QUEENSLAND

PRESIDENT
Jason Thornley
VICE PRESIDENT/SECRETARY
Luke Anthony
TREASURER
Owen Perrin
DIRECTOR
Andrew Brady
DIRECTOR
Tom Ford
COUNCILLORS
Mark Freestone
Cameron Ridley
Doug Fletcher
Gary McDonald
Don Hyslop
Jason Gray
Gary Man

CHAPTER COUNCILLORS

SOUTH AUSTRALIA

PRESIDENT

Mason Robb

VICE PRESIDENT

Vacant

TREASURER

Michael Viscariello

DIRECTOR/SECRETARY

Deborah Marsh

COUNCILLORS

Andrew Baulch

Cameron Ridley

Peter Tulla

John Drillis

Joe Wong

WESTERN AUSTRALIA

PRESIDENT

Sadmir Ceric

VICE PRESIDENT

David Wilson

TREASURER

Lindsay Castell

SECRETARY

Adam Robinson

DIRECTOR

Stephen Warne

DIRECTOR

Robin Wheelwright

COUNCILLORS

Mark Bendotti

Steven Luce

John Stranger

Simon Govey

Josh Antram

Srimal Silva

Sharon Yap

Chanaka Ratnasekara

Neil Dickson

VICTORIA

PRESIDENT

Edna Yeo

VICE PRESIDENT

Stuart Gillies

TREASURER

Justin Zumpe

SECRETARY

Stephen McCullough

DIRECTOR

Anthony Mills

DIRECTOR

Peter Clack

COUNCILLORS

Vincent Lau

Kong Kin Yap

Sue Chin

Thomas Chan

Nicole Trumbull

LONGSTANDING MEMBERS

25 YEARS

BIRD, Darryl Matthew
BRISTOW, Stewart Michael
BONG, Siak Khiun
CHOO, Keng
FOO, Sandy Sook Kheng
HAMILTON, Angus James Bartol
HANAU, Simon David
LEUNG, Siu Kin
LIPSHUT, Jonathan David
MACKIEWICZ, Peter M.
NADANA-SABESAN, Nadesu
POMIRSKI, Christopher Peter
STEVENSON, Laurence Bernard
SIU, Sharon Man Lei
SMITH, Jeffrey Maxwell
SONTER, Derek Glen
TAN, Wei Joo
TAY, Kok Yeow
WOOD, Damian Paul
YEUNG, Pak Hung
WILSON, Andrew George
WILSON, Bensiger

40 YEARS

ANDERSON, Julian A.
COTTRELL, Neville John
CROSSLEY, Michael Arthur
DAVIES, Edward Bruce
DEACEY, Lee Gordon
NICHOLLS, Garry V.
SALE, Christopher James
STRANGER, John Wayne
UPTON, Graham Robert
WILDERMUTH, Robert John
YOUNG, Craig R.

30 YEARS

ABDUL, Suriana Hamid
ASBRIDGE, Michael Kenneth
ASHTON, Mark James
BAALEN, Garth Van
BALAGANGATHARAN, Thamotherampillai
BYLETT, Christopher John Francis
CALLAGHAN, Ronald Arthur
CASTELL, Lindsay Maurice
CATANIA, Vittorio
CHARTERIS, Michael John
EATON, Gregory Charles
FIELD, Alan R.
FORD, James Wyatt
FRIEND, Raymond Anthony
HUGHES, Jeffrey Peter
KELLY, David John
LEE, Dennis Oon Soon
LIM, Hong Heng
MADDEN, David Christopher
MANWARING, Christopher Scott
MCGEOWN, Dermot Joseph
MILLARD, Andrew J.
NG, Neal Andrew
NOTTE, Rina
O'SULLIVAN, Jeremiah John Dermot
PEGDON, Adrian Richard
REID, Alistair George
ROSS, Cowan Andrew
SHARP, Murray Charles,
SMITH, Belinda Ann
SMITH, Scott Leighton
STEWART, David James
SURYADI, Joseph Stefanus Irwan
TEOH, Justin Tek Chong
TUCKER, Ian Keith
VLATKO, Louise Margaret
WILLIAMSON, Alan Peter
WONG, Kwok Sang
WOODHOUSE, Colin Vaughan
WOODLEY, Keith Roland
YEO, Shi Heng
YIIN, Laura Soon Kiong



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