National Communique

September 2013

FEES – BEING ABLE TO DO WHAT AN ARCHITECT SHOULD DO

Fees are one of the most significant questions facing the profession. In the first of three articles, Peter Sarlos – architect, laywer and chartered surveyor – outlines the issues around calculating fees and conveying the value of an architect's work to clients.

Architects' fees are a constant topic of discussion, particularly since the Australian Institute of Architects withdrew the Fee Guide, which professionals had, to a large part, relied upon. The withdrawal occurred as a result of concerns expressed by the Australian Competition and Consumer Commission (ACCC) arising from the Commonwealth Government's Competition Policy.

Since the withdrawal of the guide it has become increasingly difficult for many architects to justify their fees to clients, particularly clients who lack an understanding of the processes, obligations and restrictions on the practice of architecture. The lack of guidance deprives the architect of a certainty in understanding how many hours to allow for completing the architect's responsibilities when making a submission for a project.

The tendering system currently in place forces architects to submit prices which in many cases do not allow sufficient time for the proper carrying out of architecture, forcing architects to make compromises in their services. In doing that they become exposed to risk – minor errors in specifications or detailing opening the architect to risk of litigation. (This is a very real scenario – see for example *Dymocks v Capral* [2013] NSWSC 514 in which an architect was successfully sued for $750K due in effect to the inappropriate use of a standard dissimilar metals specification clause).

British architects have the advantage of a series of documents prepared by The Fees Bureau, a UK market research company, which provide detailed fee and performance data to architects in the UK. The publications, available at some cost through the RIBA Bookshop, or directly from the Fees Bureau, include:

- – Architects Earnings
- – Architects Fees
- – Architects Markets
- – Architects' Performance

The publications provide survey data of costs and resources required to provide architectural services for different project types (eg housing, leisure, commercial, retail, public housing, health, education) for new and refurbishment work measured against hourly rates. The long-term data included in the publications indicates what most of us know. The *Architects Fees* 2011 indicated a statistical decline in fees earned of 11% between 2008 and 2010) and a similar decline in hourly rates of 1% between 2009 and 2010.

While the publications are expensive (the 2011 publication cost about £140 each) they provide accurate information backed up by in depth statistical UK data, which can be readily interpreted to the Australian environment. The studies provide valuable data, which can assist an architectural practice in determining it resourcing, its capacities and limitations. Because of the knowledge that the guides impart they become valuable tools in advising clients, managing risk and facilitating profit. The Fees Bureau has also recently launched the Fees Bureau Calculator, which makes all the data from the print publications available online.

Peter's next two articles will cover getting paid (security of payment) and professional indemnity insurance.

KNOW YOUR AWARD – PERFORMANCE REVIEWS

Performance reviews are an important part of keeping your business on track, but they are often dreaded by employers and employees alike. So how do you make performance reviews productive for both the business and the employee?

Regular staff performance reviews are an important aspect of running a business, and should be seen as something that can help you develop and build your practice, rather than as just another task to be done (or to be forgotten about!).

The Architects Award requires annual reviews as part of the Progression from Graduate of Architecture to Registered Architect (15.2b) and as part of a Registered Architects' progress towards the acquisition of competencies (15.3b). The requirements for both are as follows:

> *As a part of this review process, progress for the previous 12 months must be reviewed and objectives for the next 12 month period should be mutually agreed, and set out in writing. This will also include any necessary training, which the employee will be expected to undertake in order to fulfil the requirements of their position. The cost of such approved training will be borne by the employer.*

It is important that you meet your obligations under the Modern Award, but practices should also see the annual review process as a helpful way to develop its staff's capacity, expertise and commitment to the practice.

A performance review should be a productive, genuine two-way conversation that is part of a wider culture of mentoring and staff development, and assciated business development. It is not a box-ticking exercise – forms provide useful checklists, help ensure that employees are treated equitably, and provide a record of the review, however filling out the forms is not an adequate review on its own.

Performance reviews help employees understand how they are going – what they are good at, what their weaknesses are and how these areas could be improved, where there are the gaps in their knowledge, skills and experiences. They also provide an opportunity for employers to communicate the current condition of the practice and their and plans for it, and for employees to articulate their ambitions within the context of the practice.

All of this provides a framework for employees to develop their skills in a manner that will help meet your practice and business goals more effectively.

This is important even in a small practice.

Formal reviews also provide a context in which to have more difficult conversations – for example for employers to address concerns about an employee's performance and/or attitude. In turn it provides employees with an opportunity to outline any concerns they might have – for example about the mix of work they have access too, areas they would like to gain experience in or aspects of the workplace culture that they are uncomfortable with. More pragmatically, regular, honest reviews are also necessary for protecting against unfair dismissal claims.

Reviews are important for all staff at all levels of seniority, but can be particularly useful for younger graduates – they are a good context in which to assess graduates' mix of experience in relation to registration, and their 'fit' with the practice.

An employee's performance should be framed in relation to the performance and ambitions of the practice – as a result the employee is more likely to be invested in the practice and its development. Reviews should also reflect how the practice itself is going. Every organization – no matter the size – should have its own targets. People are a key asset in any organization, so if the practice itself is going well, then performance reviews would normally reflect this and vice versa.

PERFORMANCE REVIEWS

Dos and Don'ts

The following dos and don'ts will help you get going – many of these points are fleshed out further in the resources outlined below, some of which also provide useful tips and tactics.

Do:
– Use performance reviews to facilitate open, useful conversation that is productive for both the practice and the employee.
– Clearly communicate your expectations to employees, provide feedback, set goals and challenges.
– Use measurable targets, such as key performance indicators (KPI), in association with each job and review these each year.
– Link the employee's day-to-day performance with your practice's wider goals.
– Focus on output and the future.
– Connect your reviews to your business cycle.
– Review everyone within a limited timeframe to help ensure consistency and fairness.

Don't
– Treat it as just another box-ticking exercise.
– Use performance reviews as a means to intimidate employees.
– List weaknesses without discussing strategies to improve them.
– Be evasive or shy away from the more difficult conversations.

Resources

There is not a huge amount of material out there about performance reviews that is specific to architectural practice, and most of it seems to come from the US. However much of the material geared to general business is also useful, especially that looking at small and medium size businesses. The following resources can help you get going, or assist in improving your existing processes.

Architecture-specific material

– The Modern Architects Award requires the annual review of all employees. This includes reviewing progress, establishing mutually agreed objectives for the next year, and recording these.

– The American Institute of Architects provides sample performance evaluation sheets, with examples for administrative staff, professional and technical staff, and management staff. These provide a series of criteria to be assessed on a scale of one to five. The lists of responsibilities and attributes to be considered provide a useful framework to begin establishing your own approach with.

– Over at The Architect is the short article "So, How am I Doing?" written by Mark Gundacker, global director of HR at EDAW. The tag line is "how to make performance reviews more useful and less painful" and he provides a series of short, sharp tips. He emphasises the value of performance reviews as a forward-looking tool for the business, which should also be a conversation.

– Lulu Brown gives an employee perspective in her short blog post "Putting the 'Perform' in Performance Reviews", and she also emphasises how useful performance reviews can be when they are a genuine conversation. She provides a short list of things employees should have thought about before the review – a list that is also worth thinking about from the employer's point of view.

General business material

– Fairwork Australia's Best Practice Guides include one on Managing Underperformance. This includes a step-by-step guide and a checklist to assist employers managing underperforming staff.

– The Queensland Government's online guide to staff performance reviews offers a clear, straightforward outline of the benefits of performance review, how to prepare for and conduct reviews and outcomes that can benefit both the business and the staff.

– Business Victoria has a helpful guide to performance reviews and KPIs, which includes a brief template for a performance and development agreement.

– The South Australian Government has a good practice guide Managing People, Managing Performance, organised into three sections and includes good overviews of issues relevant in private practice.

– A set of useful, accessible posts on the American website Chron looks at performance evaluation in the context of small business. Much of this is very relevant to architectural practice. Posts include: "Examples of Evaluating Employee Performance" outlines four different methods for assessing performance; "Example of Performance Evaluations" gives an overview of the key things to cover in an evaluation; "Steps for Individual Performance Evaluation" outlines fours steps for creating useful reviews; "Top 5 Questions for Employee Performance Evaluation" makes it easy to think about how to frame the evaluation; "Challenges of Employee Performance Evaluation" looks at three things that can skew evaluations; and "How to Address Attitude in Employee Evaluations" outlines a six-step process for addressing the tricky issue of "bad" attitude.

– "7 Common Causes of Conflict During Performance Reviews" is a blog post on Dynamic Business that looks at what to do when things turn difficult. It provides some short tips about how to have some of the more difficult conversations that arise when discussing an employee's performance.

ACA NEWS, ACTIVITIES AND ACTIONS

ACA ON TWITTER

The ACA now has a twitter account! Follow us @AssoConsultArch. We will use this to keep the twittersphere updated on ACA activities and to tweet links to other material relevant to the business of architecture.

If you tweet information that you think will be of interest to ACA members please include @AssoConsultArch in your tweet – this will mean we can see it and retweet it.

ACA WEBSITE

The redevelopment of the ACA website is underway. The new site will be more active, and will include much of the material currently appearing in the Communique. The ACA is keen to use the website as a site of discussion and exchange, as well as a tool to disseminate resources and information. This will enable the ACA to promote the discussion of things that matter to the business of architecture, and to foster stronger conversations with and among members and others.

The new ACA website will include opinion pieces and analysis from a range of writers on topics relevant to the business of architecture – if you are interested in contributing please do get in touch by emailing editor@aca.org.au.

NATIONAL COMPETENCY STANDARDS FOR ARCHITECTURE

The ACA has made a submission to the AACA review of the National Competency Standards for Architecture. This was compiled by the NSW Branch, led by Simon Bathgate.

A copy of the ACA submission can be obtained by contacting nat@aca.org.au.

SA ARCHITECTURAL PRACTICE BOARD CODE OF CONDUCT

The Architectural Practice Board of South Australia recently released its Code of Conduct, which aims to "provide guidance for architects in their professional lives" and to "ensure that the integrity of the profession in maintained".

The Code outlines twelve standards including Standard 4, the "Competent Management of Business". The other standards are: Honesty and integrity, Competence, Honest promotion of Services, Considering the wider impact of work; Architects should carry out professional work faithfully and conscientiously and with due regard to relevant technical and professional standards, Trustworthiness and safeguarding clients' money, Insurance arrangements, Maintaining the reputation of the architects, Deal with disputes or complaints appropriately; Co-operation with regulatory requirements and investigations, and Respect for others.

If an architect's conduct falls short of this Code, the Board may have cause to take disciplinary action for unprofessional conduct.

Of course, the ACA strongly supports the professional conduct of all architects. However, ACA – SA has identified that the new Code of Conduct requires a number of particulars in all client architect agreements that are not covered by the Australian Institute of Architects standard agreements. These include a reference to dispute resolution functions of the Board (Standard 4.5), the requirement for registration numbers, and the requirement that the contract make clear the extent to which architectural services will be subcontracted (Standard 4.6).

ACA – SA is interested to gain feedback about the extent the Codes of Conduct in other states require Client Agreements to cover material beyond the Australian Institute of Architects standard agreements.

CONDITIONS OF ENGAGEMENT IN WA – AN UPDATE ON NEGOTIATIONS WITH THE DEPARTMENT OF BUILDING MANAGEMENT AND WORKS

Richard Young, ACA – WA President, reports on progress in addressing concerns about the Architectural Services Panel Conditions of Engagement.

The ACA – WA, via its membership of the Built Environment Design Professions (BEDP), has been meeting regularly with Department of Building Management and Works (BMW) to discuss the professions' concerns with some aspects of the Architectural Services Panel 2012 Conditions of Engagement.

Progress has been made in two important areas of concern, the exclusion of Part 1F of the Civil Liability Act 2002 and limiting liability. The BEDP recently received a letter from the Minister for Finance, Mike Nahan MLA, stating that lead consultants will no longer be responsible for consultants that they did not engage.

Minister Nahan writes:

"I am pleased to inform you that the Department (of Finance – Building Management and Works) has reviewed its practice of applying a 'joint and several' liability regime with the exclusion of Part 1 F of the Civil Liability Act 2002. The Department proposes taking a more balanced view on the application of part 1F. Lead consultants engaged on the overwhelming majority of projects managed by the Department will only be held responsible for their acts and omissions and those of the sub consultant teams that they engage to plan and deliver the project. Lead consultants will no longer be responsible for other consultants or the contractors engaged directly by the Department."

This is a great improvement on the previous untenable situation. However, the issue of direct engagement of the consultants by BMW, rather than as sub consultants, still remains a very important issue that we are pursuing vigorously.

We are also making good progress with limiting liability and our working party recently attended a workshop with BMW to investigate ways of determining realistic limits based on project value, complexity and risk. This is proving to be a very complicated process however we remain optimistic that a good result will come out of it.

ACA – WA will update on further progress as it occurs.

A NEW DEAL FOR URBAN AUSTRALIA

The Urban Coalition has released the report A New Deal for Urban Australia. This argues that significant investment is needed in Australia's cities.

The report makes two key recommendations. These are:

1. Unlock private sector dollars through a new Urban Infrastructure Fund.
Establishing an Urban Infrastructure Fund to create, in partnership with the states and territories, a new urban infrastructure investment asset class; offering lower risk, attractive credit-enhanced returns appealing to both institutional and retail (mum and dad) investors: creating a new source of infrastructure funding.

2. A stronger role for Infrastructure Australia and a new Federal Minister and Department for Cities and Urban Development incorporating the Major Cities Unit.
Strengthening and deepening the role of Infrastructure Australia and the Major Cities Unit; to help ensure that for every dollar invested by the government in infrastructure across portfolios and through our cities, the best possible return is achieved for tax-payers and investors.

These recommendations have been formally endorsed by the Australian Construction Industry Forum, which the ACA is a member of.

ACA BRANCH UPDATES

QUEENSLAND

Annual Members Lunch

The Annual Members Lunch was an opportunity to acknowledge, encourage and most importantly promote the positive achievements of young architects – our future leaders.

The Queensland Branch Committee recognised that for architects, achieving registration is something of a low-key milestone after six or seven intensive years of study and preparation. In order to better celebrate their achievements, members of the ACA Queensland branch were invited to bring along their staff who had registered in the last 12 months.

Qld – ACA Annual Members Lunch, left to right: Geoff Street, Sam Osborne, Felicity Mills, Boon Tan, Michael Lawlor, Mark Kalinowski, Christopher Wicht, Shannon Daly (rear), Smiljana Ristivojevic (front), Chang-su Kang.

After the luncheon, we invited the recent registrants to comment on the worth of an event such as this that recognises and celebrates their entry into the profession. Some of the replies included:

"Ten! Ten! Ten! I think it's a very worthy initiative. I actually finished the week feeling more professional and actually part of a profession. I can only imagine this would also boost the membership of younger professionals to anybody who undertakes these sorts of initiations. Everyone wins!"

"I thought it was extremely worthwhile. I know I certainly appreciated the gesture and opportunity to celebrate it with colleagues and senior staff that all assisted in getting us to the registration."

"Friday was great. None of us knew what to expect from the lunch, and it was a lot more formal /prestige /special and smaller than I think any of us anticipated. I think it would be great to continue/grow this tradition."

"It was a very worthwhile experience. I quite enjoyed hearing the various introductions of recent architects by their current employers and it topped the registration process off by noting it as a big achievement and something to be proud of."

"Risky Business" – Event Report

"Beware the wealthy client – A quick look at claims trends in Australia."

The July lunchtime forum provided a snap shot of recent architects' claims and the lessons learnt from them. John Moore, partner at Thynne & Macartney solicitors, discussed a number of recent claim examples involving wealthy clients and Belinda Davis, Queensland and Northern Territory Risk Manager for Architects Professional Risk Services, outlined claim trends from across Australia.

In a confidential environment, attendees actively discussed issues such as how claims are handled, the "hidden costs" of claims, when you should notify a potential claim and the consequence of not doing so, the dangers of "premium shopping". We also discussed practical tips and looked at how simple mistakes can nonetheless lead to large claims and at the multiplier effect when simple mistakes are replicated across a larger project.

WESTERN AUSTRALIA

MEMBERS LUNCHEON

Our next Members Luncheon is scheduled for Friday 20 September at Maurizio's.

Invitations will go out in the next few weeks – meanwhile, put it in your diaries for a good old Friday lunch, just like the old days!

NSW / ACT

WEDNESDAY 18 SEPTEMBER - SAFE DESIGN WEBINAR – MEMBERS LUNCH

The NSW/ACT Branch has organised a Webinar Seminar on Safe Design on **Wednesday 11 September**.

The seminar will be held in the offices of several member firms simultaneously in Sydney and Canberra, so that members can attend at a venue near their office.

Invitations will be going out this week.

OF INTEREST ELSEWHERE

ELECTION POLICIES

With the upcoming election members may wish to compare policies that impact on the business of architecture. A number of websites provide useful comparative tools.

ABC Australia Votes
The ABC's website Australia Votes also compares policies, outlining key differences and what is known and not known about the parties policies. Policies covered include Workplace Relations, Paid Parental Leave and Economy.

Election Watch 2013
Produced by the University of Melbourne "to provide rigorous analysis and independent commentary on the Australian federal election campaign", Election Watch includes a Policy Comparator. All topics covered provide policies from each party, and some include analysis that summarizes key differences. Policy areas include Industrial Relations, Paid Parental Leave, Economy and Climate Change.

PromiseWatch 2013
Published by Crikey in collaboration with the Centre for Policy Development, Promise Watch 2013 promises "spin-free summaries of the main promises on offer from the government, the Coalition and the Greens". Policies looked at to date include Industrial Relations, Tax Policy and Climate Change.

GREEN BUILDING COUNCIL – A THREE-POINT PLAN FOR BETTER BUILDINGS AND COMMUNITIES

The Green Building Council has released A Three-Point Plan for Better Buildings and Communities: Our Call to Government, which outlines three priorities – Provide Visionary Government Leadership, Retrofit and Improve Existing Buildings, and Move Beyond Buildings to Communities and Cities. Each is framed to address a range of groups – Federal, state and local government; community; builders, developers and owners; and industry organisations. To each of these groups the GBCA outlines what it seeks, what it will do, and why it is asking.

PAY EQUITY FOR SMALL BUSINESS – EVENT

Much of the research and advice on pay equity relates to large businesses, and may be of limited use for many architectural practices. But research into smaller businesses is also underway. The Women and Work Research Group at the University of Sydney and Economic Security4Women are hosting a free panel discussion about pay equity for women in small business on Equal Pay Day, 14 September, in Sydney.

Details of the event, Spotlight on Pay Equity for Women in Small Business, are here and you can book here.

BRICKSTARTER

Brickstarter the book is now out and can be downloaded at no cost. Edited by Australian Rory Hyde, this is the result of a research project by Helsinki Design Lab that explores the role of crowdfunding in relation to architecture and urban planning – an entirely different kind of procurement model.

PANFILOCASTALDI

Mihaly Slocombe, a young Melbourne-based practice runs the engaging blog Panfilocastaldi. Among a wide mix of reports and commentary are a number of posts relating to the business of architecture, as seen through the eyes of a newish, youngish practice.

Posts worth looking at include a series on what you need to know when starting your own practice – topics from one to ten are: Chutzpah, Clients, Identity, The Law, The Studio, Electronics, Cashflow, Support Team, Community, and The Future. Other business-related posts include The Perils of Tendering and Small Practice Architecture and the Cloud, presented as a cartoon.

THE STATE OF AUSTRALIAN CITIES

The Federal Department of Infrastructure has released its fourth State of Australian Cities report, compiled by the Major Cities Unit. The report aims to provide an evidence base for "policy and investment decisions in our major cities, to explore trends in urban development and to inform people about the factors that are shaping our cities and the lives of their communities." Chapters cover Population and Settlement, Productivity, Sustainability, Liveability and Governance. The report also includes interactive maps, which are also available as PDFs.

AT WHAT COST? IT PRICING AND THE AUSTRALIA TAX

The Federal Government's House Standing Committee on Infrastructure and Communications has released the report of its inquiry into IT pricing *At what cost? IT pricing and the Australia tax.* The terms of reference required the committee to investigate " whether IT products sold in Australia are more expensive than those sold in comparable overseas jurisdictions, and if so, how much more expensive; why any such differences may exist; the impacts price differences may have on Australian consumers and businesses; and what actions, if any, may be taken to mitigate those impacts on Australian consumers."

The report found that in many cases "prices are significantly higher than what might be expected as a consequence of any costs arising from delivery in the Australian market" and outline the impacts of this.

The report includes discussion of Autodesk, Adobe and Microsoft products being significantly more expensive in Australia than elsewhere – for example, based on submissions, the committee found that "Adobe products showed an average difference of 42 per cent, with a median difference of 49 per cent; Microsoft products were on average 66 per cent more expensive, with a median difference of 67 per cent, and Autodesk products were on average 51 per cent more expensive, with a median difference of 46 per cent." These price differences effectively increase the cost to architects doing business in Australia.

The Committee comments that, although it certain factors might lead to higher costs for IT suppliers "in many instances these higher costs cannot, even cumulatively, explain the price differences consumers experience in relation to many IT products, and especially those delivered via the internet."

The report recommends changes to the Competition and Consumer Act and the Copyright Act, including investigating the feasibility amending the Competition and Consumer Act so that contracts or terms of service that seek to enforce geoblocking are considered void. As a last resort it suggests a ban on geoblocking.

PRODUCTIVITY COMMISSION STUDY OF MAJOR PROJECT DEVELOPMENT ASSESSMENT PROCESSES

At the request of the Australian Government, the Productivity Commission is undertaking a study to benchmark Australia's major project development assessment processes against international best practice.

A draft report was released on August 5 – you can download all 425 pages of this here. The Productivity Commission is now inviting further submissions in response to this draft report, with a deadline of Friday September 13.

Draft recommendations for improving regulatory arrangements are:

– Establishing a 'one project, one assessment, one decision' framework for environmental approvals, by strengthening and adopting bilateral assessment and approval agreements between the Commonwealth and States and Territories.
– Adopting a coordination office model to advise proponents on statutory requirements, to coordinate and facilitate assessment and approval processes and to track and report on progress against timelines.
– Institutionally separating environmental policy from regulatory and enforcement functions in all jurisdictions.
– Setting statutory timelines together with safeguards for key decision points in the development assessment and approval process.
– Using Strategic Assessments where they can be an effective tool to reduce project assessment costs and account for cumulative impacts.
– Requiring that approval authorities publish reasons for their approval decisions and conditions for all major projects, and that regulatory agencies develop risk-based strategies for monitoring and enforcing compliance with approval conditions.

AMERICAN INSTITUTE OF ARCHITECTS COMPENSATION REPORT

The American Institute of Architects has recently released its Compensation Report for 2012. The full report is available for purchase, but a snapshot account is also available on the AIA website, and The Architect also covers the results, complete with lots of graphs.

While this is obviously of limited immediate relevance in the Australian context, it is interesting to see the general American trends, and the Compensation Report provides an good counterpart to the ACA's own recently inaugurated Salary Survey.

RIBA FUTURE TRENDS SURVEY

Things are looking up in the UK, with the RIBA Future Trends Survey results for July 2013 seeing the most positive workload forecast since the survey began in 2009 (although actual workloads do not yet match the optimism for the future). The survey aims to "monitor business and employment trends affecting the profession". Results can be accessed via monthly reports, and a short overview of the July findings is provided here.

AMERICAN INSTITUTE OF ARCHITECTS BILLINGS INDEX

News from the US is also positive, with the American Institute of Architects Billings Index up for the third month in a row. See The Architect and BD Online for overviews.

RBA CHART PACK

The Reserve Bank of Australia regularly issues "chart packs" covering a range of economic topics. Updates released on August 7 include: Business Sector, Factors in Labour Market Participation, Regions and Industry and Government. These provide a good overviews of the conditions in which architects are doing business.

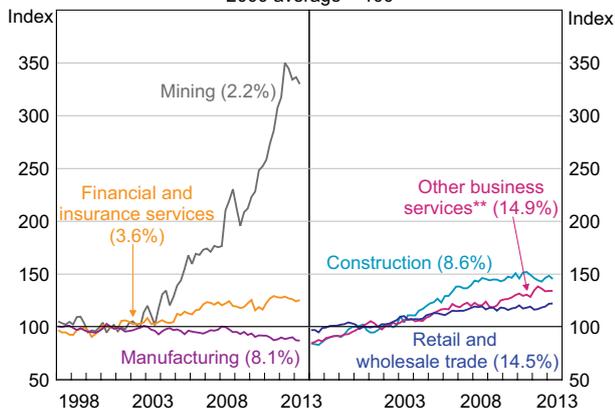We have pulled out some charts that may interest members on the next pages, but do also take a look yourself.

Employment by Industry*
2000 average = 100

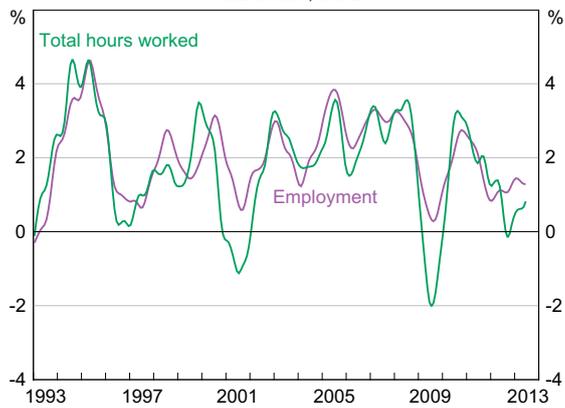* Figures in parentheses represent share of total employment based on latest quarterly data
** Includes: information media and telecommunications; rental, hiring and real estate services; professional, scientific and technical services; administrative and support services
Source: ABS

Growth in Labour Input
Year-ended, trend

Source: ABS

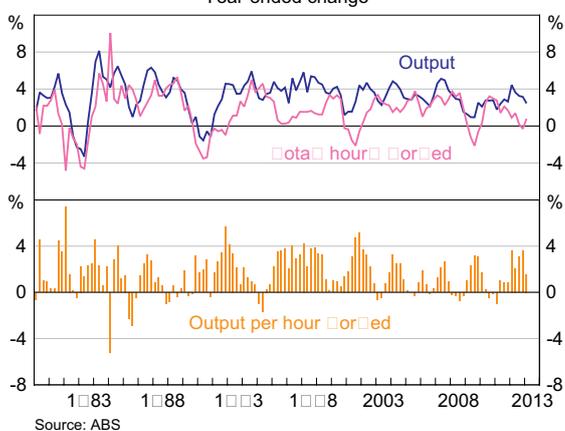## Contributions to Employment Growth
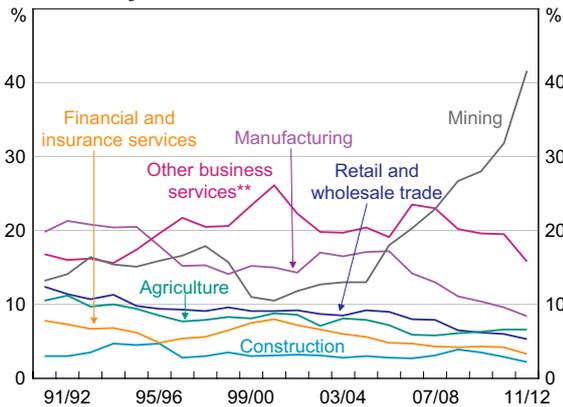### Year to May 2013, trend
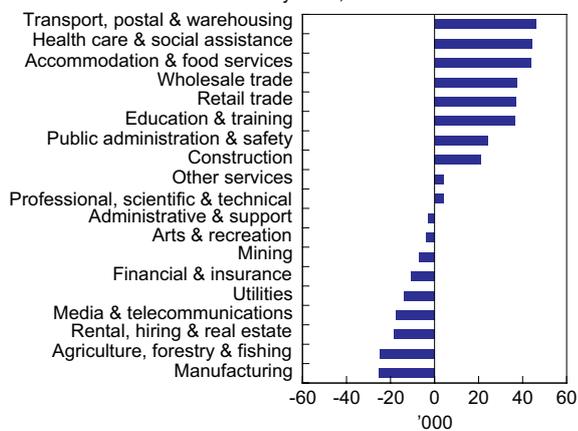
Source: ABS

Labour Productivity
Year-ended change

Source: ABS

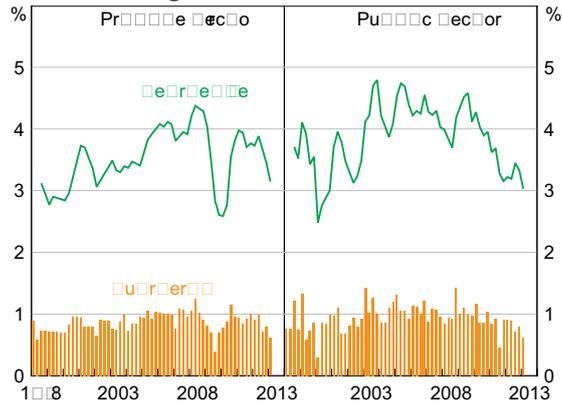## Industry Share of Business Investment*

* Nominal
** Includes: information media and telecommunications; rental, hiring and real estate services; professional scientific and technical services; administrative and support services
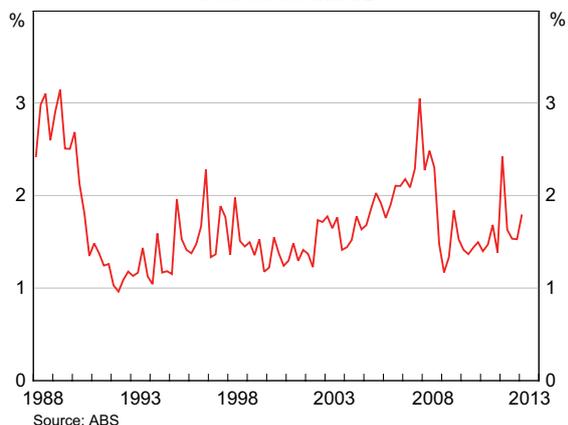Source: ABS

Wage Price Index Growth

Source: ABS

Business Sector

Government

Private Non-residential Building Approvals
Per cent of nominal GDP

Source: ABS

Public Construction Work Done
Per cent of nominal GDP

Source: ABS
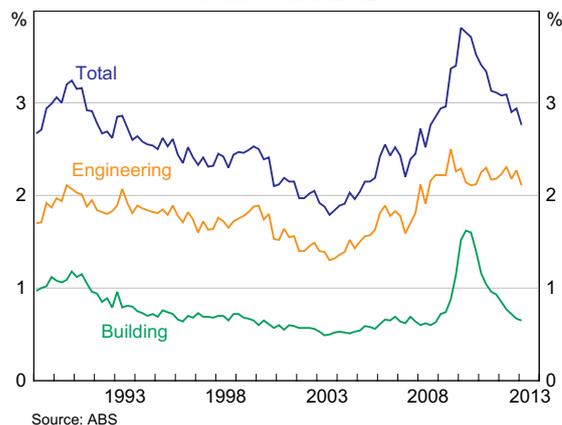
Business Finances

Business credit
Per cent of nominal GDP

Interest paid*
Per cent of profits**

*   Interest on intermediated debt from Australian-domiciled financial
     institutions
**   Profits are private non-financial gross operating surplus (adjusted for
     privatisations) and gross mixed income
Sources: ABS; RBA
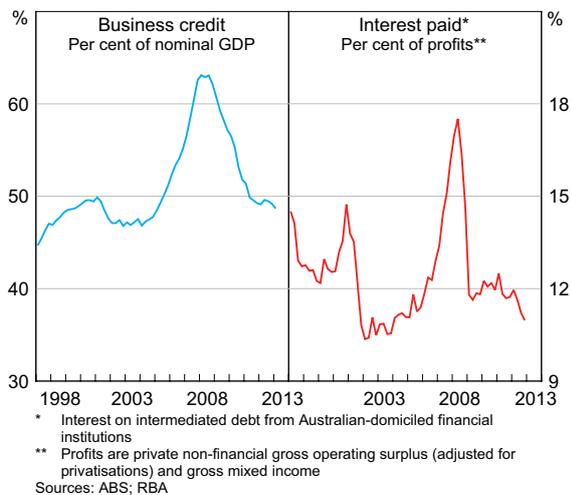
Business Investment Components*
Share of nominal GDP

*   Excludes second-hand asset transfers between the private and other
     sectors; no adjustments have been made for privatisations
Source: ABS

All charts from the RBA Chart Pack.