



"I've been working here for eight years and I really enjoy talking and laughing with the patrons. I generally can sense what they want even before they ask me. I get a great deal of satisfaction from their response to the place, because I love it. The impact of the building never fails to surprise and delight me every time I come to work."

Karen King
Venue Manager
Front of House

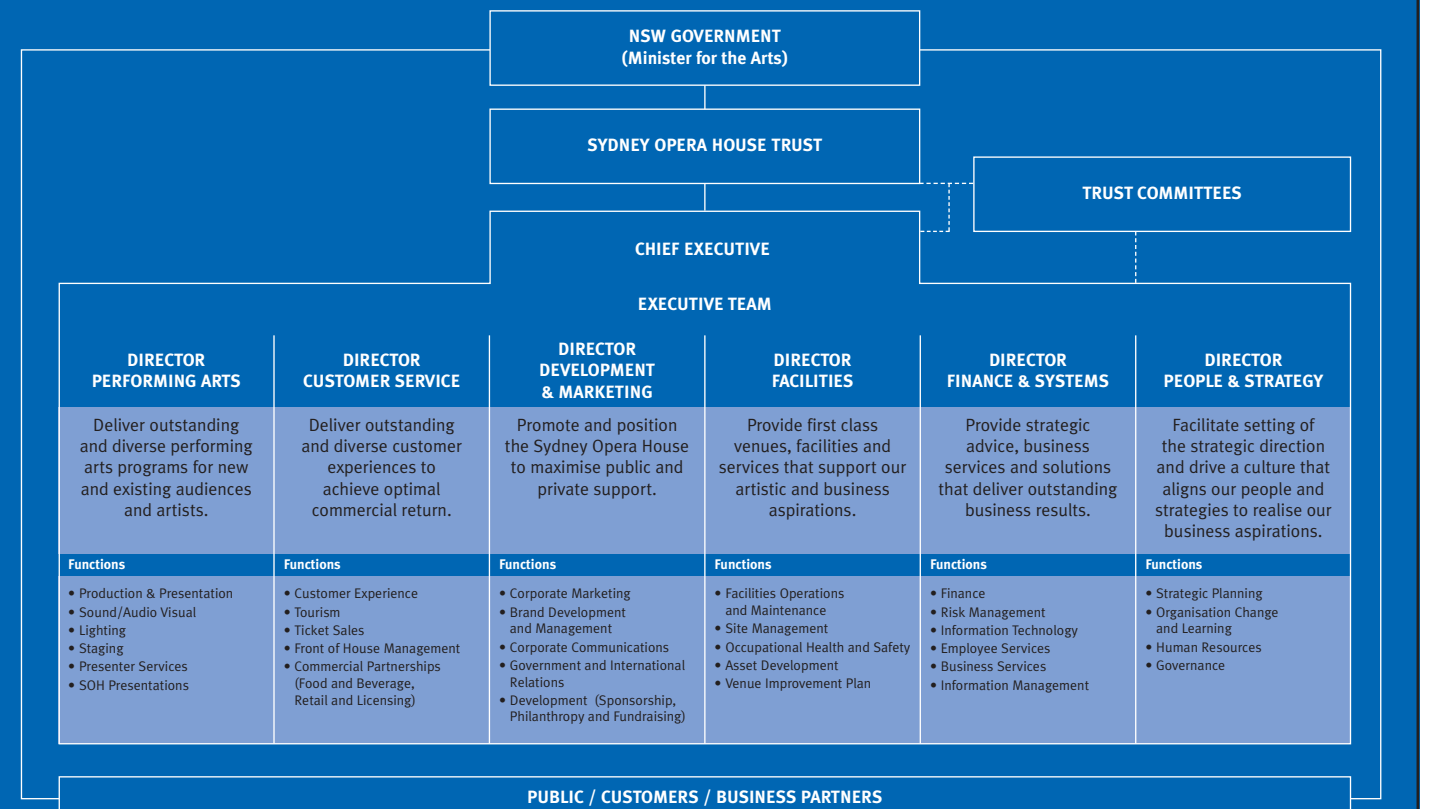


Discovery Tours - Sydney Opera House

Partnering with People

Working together to improve the customer experience has been both the focus and the outcome of our whole of organisation review this year. Following the review process, which involved some 140 staff participating in working groups, we understand our business better than at any point in our past and have developed and implemented action plans to achieve our business goals. Strategies put into place this year have been based on recognition of the value of every person within and connected to the Sydney Opera House and on optimising all contributions.

Development of a new organisation structure was the final step of putting into place the foundations of a strong, sustainable, customer-focused operation. The year ahead will be a period of consolidation with a key focus on putting our plans into action.

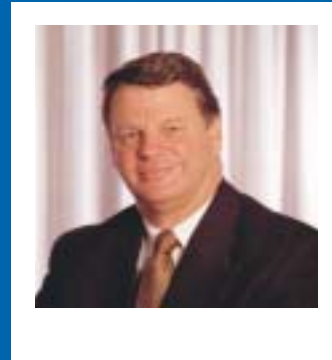


PUBLIC / CUSTOMERS / BUSINESS PARTNERS

The Trust



JOSEPH SKRZYNSKI, AM, CHAIRMAN, appointed 1996, is Managing Director of the investment funds manager Castle Harlan Australian Mezzanine Partners. His past positions include President of the Australian Venture Capital Association Limited, Deputy Chairman of the Major Organisations Fund of the Australia Council, Chairman of the Australian Film & Television School, and member of the Boards of Sydney Dance Company, Belvoir Street Theatre and Aboriginal Arts and Crafts.



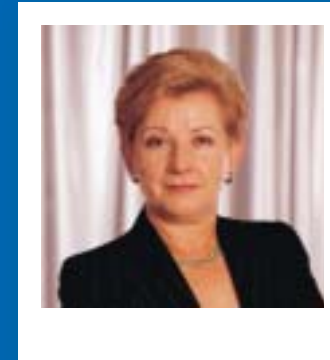
TIM McFARLANE, appointed 1997, is Managing Director of The Really Useful Company, the Australian subsidiary of Andrew Lloyd Webber's Really Useful Group. He is also Regional Director, responsible for Asia, New Zealand and South Africa. He sits on the executive council of the Entertainment Industry Employer's Association and is also on the national councils of Musica Viva and the Adelaide Festival. Tim currently chairs the Risk Management Committee.



RHODA ROBERTS, appointed 1998, a member of the Bundjalung Nation, Wiyebal Clan of Northern New South Wales and South East Queensland, was Co-Creative Director of the *Awakening* Segment of the Opening Ceremony for the Sydney 2000 Olympic Games. Rhoda is a partner in the Public Event Group (event management) and has recently been appointed Artistic Director for *Sydney Dreaming*, an international annual Indigenous festival and is also a Presenter/Reporter for the national weekly music program *Deadly Sounds*. Rhoda's background in programming has been of particular value to the Sydney Opera House, especially through the *Message Sticks* program.



GAIL BURKE, appointed 2000, is an Executive Director at Macquarie Bank and Head of the Client Contact Centre and Shared Services Division in the Financial Services Group (FSG). This encompasses Client Contact Centres, Legal, Compliance and Risk, Finance, Human Resources and Administration, Broking Services, Technology and Broking back office. Prior to her current role, Gail headed the Bank's Information Services Division (ISD) of 700 employees for 11 years. Macquarie is one of the recognised leaders in the financial services industry in its use and application of Information Technology. Gail is providing support regarding e-environment initiatives and IT infrastructure.



BARBARA WARD, appointed 1999, is Chairman of Country Energy and a Director of the Commonwealth Bank of Australia and Rail Infrastructure Corporation. She is also a member of the Board of Allens Arthur and Robinson and the Australia Day Council of New South Wales. Barbara's balance of corporate and community experience reflects the Sydney Opera House's goal to deliver financial results without compromising our cultural and community objectives. Barbara currently chairs the Infrastructure Committee.



DIANE GRADY, appointed 1996, is a Director of Woolworths Limited, BHP Steel Limited, Watty Limited and Lend Lease. She was previously a global leader in the organisation and change management practice of McKinsey & Co. and headed the firms retailing and marketing practice in Australia. Diane has been actively involved in the food and beverage transition and cultural change initiatives.



JOHN BALLARD, appointed 2000, is a Director of Woolworths Limited, CSR Limited and Chairman of Watty Limited. He previously held several managing director roles, and worked in Europe and Asia for many years. John has an MBA from Columbia University in New York with a major in Marketing and International Business. In particular, John is closely involved with the development of brand strategy and e-commerce initiatives.



DENNIS WATKINS, appointed 1996, is a writer, producer, director, broadcaster and actor and has worked at the Sydney Opera House in his various roles since 1974, including work for Opera Australia, Sydney Symphony, Sydney Theatre Company, ABC Radio and the Trust itself. A former Mardi Gras Festival Director, Commissioning Editor of ABC TV Comedy and Creative Consultant to Fox Studios Backlot, Dennis also wrote the libretto for the widely acclaimed opera about the Sydney Opera House, *The Eighth Wonder*. Dennis is dedicated to promoting the contemporary performing arts in Australia and is closely involved in brand management and the Conservation Council.

Sydney Opera House Trust Committees, memberships, attendances

The Sydney Opera House Trust consists of nine members appointed by the Governor on the nomination of the Minister.

A Trustee holds office for three years and is eligible for reappointment. A Trustee is not to hold office for four consecutive terms. The Trustees must include at least two persons who have knowledge of, or experience in the performing arts.

Membership of committees, frequency of meetings and attendance figures for the year are set out below.

The figure directly following the Trustee's name is the number of meetings attended during the year and the figure in brackets indicates the number of possible attendances.

The Trust

met 11 times. Attendance figures were Joseph Skrzynski 11 (11), John Ballard 9 (11), Patricia Boggs 8 (8), Gail Burke 8 (11), Diane Grady 11 (11), Tim McFarlane 8 (11), Rhoda Roberts 10 (11), Barbara Ward 8 (11), Dennis Watkins 11 (11).

The Trust Risk Management Committee

met 10 times. Attendance figures were Joseph Skrzynski 10 (10), Tim McFarlane 8 (10), Patricia Boggs 7 (8), Gail Burke 1 (2).

The Trust Infrastructure Committee

met four times. Attendance figures were Joseph Skrzynski 3 (4) and Barbara Ward 4 (4).

All absences were formally noted and Trustees were excused from attending the specific meetings.

The Sydney Opera House Appeal Fund with membership identical to the Trust, met once.

During the year Patricia Boggs resigned as Trustee on 25 March 2002.

Staff as at June 2002

A

Paul Abraham
Lee Abraham
Ross Adams
Thomas Adams
Kristian Agus
David Aiken
Paul Akhurst
Otto Alsop
Christina Anderson
Olga Andrich
Nicholas Angelicas
Paul Antoncich
David Apelbaum
Monica Armesto
Anthony Arnold
Timothy Austin

B

Martine Baboin
William Bader
Richard Badolato
Arie Bandari
Shane Barden
Matthew Barnes
Steve Barnwell
Kenneth Bartlett
John Bassett
Alison Bathe
Susan Baylis
Carmel Beattie
Gaya Beaumont
Leonie Bell
Michael Bentley
Michael Berridge
Leonie Bishop
Alan Blackman
Angela Blake
Dominic Blake
Jonathan Blake
Andrew Bliss
Simon Bogle
Kevin Boojharut
Brenton Booth
Ralph Bott
Kathryn Botting
Georgina Bovill
Bruce Bowman
Georgina Bowman
Sue Boxall
Simon Bray
Alison Bremner
Donald Brierley
Julie Bright
Craig Brighton
William Briscoe
Anthony Brown
Elle Brown
John Brown
Robert Brown
Sean Brown
Tara Brown
Kate Browne
Anne Bruce
Alina Brymora
Dianna Buchanan
Kate Buchanan
Graham Buck

Jeffrey Bugeja
Ivan Buhinjak
Wilhelmine Burggraaf
Christopher Burn
Melanie Burns
Michael Burton
Shirley Burton
Georgina Butler
Chris Byrne

C

Damienne Cahalan
Stephenie Cahalan
Remigio Cajés
Maryann Camilleri
Ross Campbell
John Campiao
Lucy Davis
Christopher Day
Maria De Marco
Myra De Vries
Diane De Zylva
Antony Deary
Joan Debnam
Constantino Despinidic
Suzanne Devery
Timothy Dexter
Luisa Dick
Raymond Dick
Hayley Dickinson
James Dickson
Julie Dimond
Keith Dobinson
Sharon Dodds
Michael Dowling
Gillian Doyle
Eric Duffy
Phillip Dunesky
Anne Dunn
Robert Dunn
Mark Dunston
Sarah Duthie

D

Peter Dale
John Dare
Shawn Darling
Carol Davies
Christopher Davies
Kim Davis
Lucy Davis
Christopher Day
Maria De Marco
Myra De Vries
Diane De Zylva
Antony Deary
Joan Debnam
Constantino Despinidic
Suzanne Devery
Timothy Dexter
Luisa Dick
Raymond Dick
Hayley Dickinson
James Dickson
Julie Dimond
Keith Dobinson
Sharon Dodds
Michael Dowling
Gillian Doyle
Eric Duffy
Phillip Dunesky
Anne Dunn
Robert Dunn
Mark Dunston
Sarah Duthie

E

Sylvia Edgar
Amir Elabbassy
Jo Elliott
Gerhard Engleitner
Wayne Enright
Nina Exarhos

F

Melissa Fai
Robert Falconer
Christina Faraday
Bruce Cook
Trevor Cook
Jeremy Coombes
Craig Cooper
Darryl Cooper
Patricia Copeland
Ruth Corbett-Jones
Nick Costa
Dane Crawford
Anthony Cray
Elizabeth Croaker
Peter Crompton
Adam Crossley
Walter Cummins
Martin Curtis

G

Ronald Gaist
David Gallen
Francois Galleyrand
Michele Gannon-Miller
Stephanie Giesajtis

Emma Gilchrist
Keith Gillies
Ivan Ginovic
Rachel Gittings
Jane Glasson
Todd Goddard
Christopher Goh
Jennifer Gordon
Ben Goss
Marcel Gotch
Michael Gould
John Graham
Panida Graham
John Granger
Gloria Grant
Chris Gravanis
Brigid Gregg
Camilla Gregg
Timothy Greig
Julie Grice
Lisa Griffiths

H

Jess Halford
Michael Hall
Warren Hall
Matilda Halliday
Elizabeth Hamilton
William Hanak
Nicole Hanlon
Denise Hanninen
Jeffrey Hardge
Barbara Harmer
Linda Harrison
Paul Haseler
Chloe Hawcroft
Wanda Hawes
Rachel Hawke
John Hayman
Luke Hayne
Sheree Healey
Danielle Heidbrink
Jennifer Heighway
Angela Heiss
Debra Heitmann
Jiri Hemzal
Robert Henry
Catriona Herriott
Ian Hewitt
Kerrie Higgins
Peter Hilton
Kinnie Ho
Lynn Hoban
Shane Hodges
Trevor Hodges
Darryl Holl
Rachel Hollis
Garth Hooper
Joseph Horacek
David Hosking
Victoria Houston
Andrew Hudson
Duncan Hume
Rachel Hume
Catherine Hunt
Fiona Hunt
John Hunt
Virginia Hyam

Vanessa Hyde
Daniel Hyman

I

Tatjana Ilic
Dean Ingram
Joanna Ioannides
Alexander Ippolito
Judith Isherwood
Matthew Iversen

J

Briony Jack
Kim Jacobs
Sally James
Stephen Jaques
Paul Jay
Keith Jefferys
Karen Jenkins
Simon Jenkins
Catherine Jennings
Marijana Jevremov
Lilia Jimenez
Michael Johannes

K

Jane Johnson
Trevor Johnson
Arnold Johnston
Donald Johnston
Joan Johnston
Julianne Jones
David Joyce
Nelia Justo
Evonne Kalafatas
Milan Kalina
Sarah Kalina
Kithsiri Karunaratne
Christopher Kelly
Ciara Kelly
Jill Kelman
Sonia Kennedy
Warren Kennedy
Catherine Kevin
Leona Kieran
Karen King
Nigel King
Rebekah Kober
David Kocass
Leanne Kohler
Veronika Kristensen
Peter Krygsman
Vanessa Lai

L

Nina Lam
Margaret Landon-Jones
James Landrigan
Friedel Lang
Anthony Langshaw
John Langton
Barry Lapthorne
Siiri Lass
John Lavery
Anthony Lawrence
Svetlana Lazareff
Qui Le
Steve Le Roux
Christopher Leahy
Barbara Learmonth

Andrew Lee
Karen Lee
Kit Lee
Nichola Leeming
Deborah Lemberg
Trudy Letts
John P. Lewis
John R. Lewis
Tracey Lewis
Mark Lillis
Milorad Linjakovic
Michael Linney
Christopher Linning
Peter Lipman
Edward Lloyd
Peter Lockwood
Patricia Loughnan
Sasha Lucius
Jerry Luke
Hendrawan Lukito
Michael Lynch
Michelle Lyons

M

Alisdair Mackellar
Fraser Mackenzie
Michelle Mackenzie
Roderick Mackenzie
Caroline Mackie
Colleen Macmurray
Sharon Magee
Angela Magistrale
Maldon Mallory
Merylyn Mamone
Andrew Mandigora
Gabriel Mangano
John Manson
Lucy Marinelli
Frances Marinkovic
Janet Marshall
Peter Marshall
Roslyn Marshall
Valerie Marshall
Wendy Martin
Benjamin Massey
Sharon Matthews
Louise May
Marshall McAdam
Ian McAnally
Jinny McCallister
Andrew McClintock
Tully McGann
Neil McGarry
Pamela McGowan
Peter McGrath
Denise McKeon
Les McLean
Ronald McLean
Mark McLeod
David McNair
Janelle McPherson
Kenneth McSwain
John McWhinney
Richard Mead
John Meade
Jonathan Mercer
Michael Michau
Catharine Middleton

Ian Millard
Robert Milne
James Minogue
Paul Miskin
Lindsay Monteath
Brendan Mooney
Norma Moreno
David Morley
Shelley Morrison
Elizabeth Muir
Catherine Murdoch
Craig Murphy

N

Quenorie Napier
Mark Naylor
Toni Naylor
Peter Nelson
Mark Newell
Michelle Newton
Jean Nicholas
Amanda Nicholson
Alessandro Nocentini
Peter North
Warren Noud

O

Rory O'Carroll
Malachy O'Dolan
Kathryn O'Hara
Richard Oldfield
Siobhain O'Leary
Helen O'Moore
Jeffrey O'Neill
Kate O'Neill
Richard O'Neill
Elizabeth Opolski
Graham Orbach
Mardi Osborn
Catherine O'Shea
Declan O'Sullivan
Mark O'Sullivan

P

Luciano Padina
Olga Pagratis
Afroditi Palavidis
Kenneth Palmer
Soo-Eng Pang
Vicki Parish
Anthony Paterson
Tracey Paul
Gavin Pawsey
Dean Pearson
Frederick Pearson
Marcelle Pearson
Elizabeth Peddie
William Peers
John Pengelly
Leonie Penhall
Dorothy Pereira
Louís Perrine
Sean Peter
Alissia Pickard
William Pidgeon
Margaret Piech
Robin Piggot
Pukurai Poob
Judith Potts

JK Power
Alynn Pratt
Paula Prentice
Ricky Price
James Prior
Sean Prior
Steven Prodanovski
Bruce Puckeridge
Virginia Purcell

Q

James Quinn
Francis Rankin
David Rashleigh
Warrick Rayward
Judith Reardon
Lynda Redfern
David Reece
Derek Reed
Roy Rees
Katrina Reeve
Bridget Reilly
Mark Reisman
Patricia Restuccia
Ole Ribers
Jennifer Richards
Kylie Richardson
Simon Ridgeon
David Ritchie
David Robertson
Lisa Robertson
Matthew Robinson
Jaclyn Roche
Philip Rolfe
Lou Rosicky
James Ross
Geoffrey Rowe
Marie Rushton
Adrienne Rutherford
Virginia Ryan-Kane

R

Vanessa Tambllyn
Brooke Taylor
Gregory Taylor
Lisa Taylor
Stephen Teather
James Ternen
Paul Terrett
Rohan Thatcher
Carla Theunissen
Erin Thomas
Suzanne Thomas
Duncan Thompson
Graham Thompson
Justine Thompson
Sarah Thompson
Stephen Thomson
Susannah Thorne
Alan Thorpe
Paul Tilley
Sally Tingle
Ann Toltz
Christopher Tooher
Timothy Toohey
Melanie Toupein
Jane Townsend
Josephine Townsend
Judith Trainer
Daniel Tresoglavic
John Trutwin
Gillian Tucker
Irwin Tucker
James Tucker
Peter Tucker
Pailato Turaga
David Turnbull
Deborah Turner
John Turner
Margaret Turner
Norman Turner
Glenda Tuttlebee
Matthew Tweddle

Adam Smith
Amanda Smith
Brian Smith
Dorn Smith
Warren Smith
Kenneth Soo
Jonathan Speer
Ian Spence
Cathrine Squelch
Angela Stamos
James Stapleton
Marjorie Steffel
Spencer Steiner
Shelley Stephens
Jasmin Stephenson
Ian Stevens
Carolyn Stewart-Smith
Paul Stuart
Kerry Stubbley
Erekkur Sudhakar
Bradley Sutton
Kerri Sutton
Christopher Sweeney
Rachel Symonds
Matthew Szelag

T

Vanessa Tambllyn
Brooke Taylor
Gregory Taylor
Lisa Taylor
Stephen Teather
James Ternen
Paul Terrett
Rohan Thatcher
Carla Theunissen
Erin Thomas
Suzanne Thomas
Duncan Thompson
Graham Thompson
Justine Thompson
Sarah Thompson
Stephen Thomson
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James Tucker
Peter Tucker
Pailato Turaga
David Turnbull
Deborah Turner
John Turner
Margaret Turner
Norman Turner
Glenda Tuttlebee
Matthew Tweddle

Susan Tyrer

U

Christopher Upjohn
Michael Usherwood

V

Kirsten Velthuis
Diane Veness
Christopher Venn
Bernadette Vincent
Daniel Vucetich

W

Joanna Walker
Maryann Walsh
Jason Walton
Louise Ware
Stephen Warren
Jason Watt
Gregory Webb
Henry Welch
Anne West
John West
Andrew Weston
Rebecca Weston
James Wheeler
Michael Wheeler
Christopher White
Jennifer White
Barbara Whitehead
Mary Whitehouse
Graham Whylie
Andrew Wiles
Ann Wilkins
Brett Williams
David Williams
Jodie Williams
Neville Williams
William Williams
David Williamson
Harry Wilson
Karen Wilson
Lyle Wilson
David Winch
Derek Wood
Jeffrey Wood
Matthew Wood
Nerida Woods
Sara Woolford
Tadeusz Woreta
Michael Wren
Gavin Wright
Richard Wright
Z
Paul Zanella
Sava Zaric
Gary Ziebell

Four Year Comparison of Staff

	2002	2001	2000	1999
Total Permanent Staff	226	239	242	214
Equivalent Full-Time Permanent Staff	218	230	234	208
Total Non-Permanent Staff	412	377	397	378
Equivalent Full-Time Non-Permanent Staff	125	137	107	101