

ceda annual report

2016-17



CEDA – the Committee for Economic Development of Australia
Level 13, 440 Collins Street
Melbourne 3000 Australia
Telephone: +61 3 9662 3544
Email: info@ceda.com.au
Web: ceda.com.au

About this publication

CEDA Annual Report 2016–17

© CEDA 2017

ISSN: 1832-8822

This publication is available on CEDA's website: www.ceda.com.au
For an emailed copy please contact the national office on 03 9662 3544
or info@ceda.com.au

Designed by: Robyn Zwar Graphic Design

Photography: CEDA photo library

Page 1: Speaking at CEDA events (clockwise from top right): CEDA Chairman, Paul McClintock AO; Ministerial Advisory Council on Skilled Migration Member, Su McCluskey; Leader of the Opposition, the Hon. Bill Shorten; Australian Financial Review Political Editor, Laura Tingle; METS Ignited Chair, Elizabeth Lewis-Gray; and Prime Minister, the Hon. Malcolm Turnbull.

** Denotes the roles or portfolios that people held at the time*

About CEDA

CEDA – the Committee for Economic Development of Australia – is a national, independent, member-based organisation providing thought leadership and policy perspectives on the economic and social issues affecting Australia.

We achieve this through a rigorous and evidence-based research agenda, and forums and events that deliver lively debate and critical perspectives.

CEDA's membership includes more than 750 of Australia's leading businesses and organisations, and leaders from a wide cross-section of industries and academia. It allows us to reach major decision makers across the private and public sectors.

CEDA is an independent not-for-profit organisation, founded in 1960 by leading Australian economist Sir Douglas Copland. Our funding comes from membership fees, events and sponsorship.



contents

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

Chairman's report 4

Chief Executive's report 6

About CEDA 8

Review of operations 9

Membership 9

Research 12

Events 21

External affairs 43

International activity 49

Governance 50

Board of Governors 50

Board of Directors 51

CEDA Council on Economic Policy 52

Audit and Risk Committee 54

Nominations, Remuneration and Governance Committee 54

Research and Policy Committee 54

CEDA Patrons 55

State Advisory Councils 55

Gender equality report 59

Financial report 60

Overview 60

Charts and commentary 61



chairman's report

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

I am very pleased to report that the 2016-17 financial year has been another successful one for CEDA with all areas of the organisation performing strongly.

While this annual report provides details of the successes of the past year, which are many and span all of CEDA's areas of activity, I would like to take this opportunity to focus on what is ahead for CEDA.

Both domestically and internationally we have been operating against a backdrop of political instability.

Internationally we have seen Brexit, the election of US President Donald Trump and the rise of more extreme minor parties.

In Australia, notwithstanding sustained economic growth, we have had a decade of political instability and short termism, both in political tenure and policy. This appears to have become the new normal.

It was with this in mind the CEDA Board initiated a major project this year to examine how CEDA can lift its impact on policy discussion to drive longer term measured policy outcomes.

Part of this work has been to begin discussions with like-minded organisations overseas to examine how they are increasing the effectiveness of their research and engagement on public policy issues. The next stage is to engage CEDA members and stakeholders domestically.

CEDA is in its strongest position to date. This strong position coupled with the changing policy environment provides the perfect opportunity for CEDA to rethink and step up its influence to ensure good public policy outcomes for Australia.

This project is a major undertaking and will run across the 2017–18 financial year. I expect the outcome of this project will improve the work of CEDA for many years to come and I look forward to reporting to you on progress.

CEDA CEO

I would also like to acknowledge the significant changes to the CEDA team this year.

In March the organisation farewelled Professor the Hon. Stephen Martin, who after more than six years as Chief Executive, decided not to seek another term.

Stephen has had a tremendous impact on the organisation, and those who know CEDA well will know it is no exaggeration when I say he truly led us to new heights in terms of membership, financial stability, reach and interest in our work.

On behalf of the Board I wish Stephen all the very best and thank him for his significant and lasting contribution to CEDA.



chairman's report

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

Melinda Cilento joined CEDA as its new Chief Executive in early October 2017 and it is my pleasure to warmly welcome her to the CEDA team.

Melinda has broad experience covering the public, private and not-for-profit sectors in both executive and non-executive roles. An economist by trade, Melinda's skill set provides the perfect combination to lead CEDA through its next iteration and to ensure that it can further expand its policy reach and influence.

I know she will make a valuable contribution and I am looking forward to working with Melinda.

On a final note, I'd like to thank the CEDA team, my fellow Board Directors, Governors, State Advisory Councils, the CEDA Council on Economic Policy, and most importantly CEDA members and Trustees.

Your support has allowed CEDA to be in the strong position it is today, which allows us to take on new challenges such as the major project underway.

The new financial year is shaping up to be another exciting one. CEDA is again scheduled to deliver a great program of events that will drive policy analysis and debate and an agenda of research reports on key issues of importance. Coupled with our investigation into lifting the profile of CEDA's work, it is a great time to be part of CEDA.

Paul McClintock AO
Chairman
CEDA



chief executive's report

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

I am delighted to present my first annual report for CEDA as Chief Executive. CEDA's 2016–17 financial year results demonstrate the strength of the organisation, with important achievements in all of CEDA's areas of activity.

It is a pleasure to take the helm of an organisation that is held in extremely high regard, is in very good financial and operational health and ready to take on new opportunities.

Research and policy

CEDA once again delivered a high quality and varied research program in 2016–17, producing three policy perspectives covering outbound investment, migration and vocational education and training and a major research report on service sector productivity. Each of these reports generated discussion in the media, and with policymakers, CEDA members and stakeholders.

Membership

Members are of course the backbone of our organisation and it is pleasing to report that CEDA membership has continued to grow. CEDA ended the 2016–17 financial year with more than 750 members. This year marks the eighth year of membership revenue growth, with revenue increasing by just over \$150,000 to more than \$4 million.

Events and forums

CEDA's diverse events program once again hit the mark, with event attendance this year the highest for the organisation yet. In 2016–17, CEDA hosted more than 300 events, which attracted more than 39,000 attendees. Revenue from events and forums grew by 11 per cent, or more than \$500,000.

Finance

The strong performance across research, membership and events has resulted in an operating surplus of \$2.54 million, taking total equity to \$7.60 million with assets now totalling \$13.00 million.

CEDA's record cash and investment holdings totalled \$11.72 million at the end of the financial year, which strengthens our resilience and capacity to weather any future market changes and challenges.

Communications reach

In addition to CEDA's reach through events and its membership network, CEDA had more than 1450 media mentions during the financial year, a figure that continues to grow year-on-year.



chief executive's report

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

CEDA's social media channels also grew strongly through the year, with a combined social media audience of close to 16,000. In particular, CEDA's YouTube channel, which began late in 2013–14, had total views of 78,974 across 2016–17, helping CEDA to further broaden its audience reach.

2017–18 – investing in greater impact

The strong results delivered over the past few years provide the foundation for CEDA to reflect on how it might reinvest its resources to further strengthen policy reach and impact. As outlined in the Chairman's report, we have a major project in the pipeline and I will be engaging further with members and stakeholders on CEDA's priorities and aspirations throughout 2017–18. I look forward to reporting to you on progress.

Conclusion

This has been another outstanding year for CEDA – a testament to the contributions and guidance of the CEDA Board, Governors and State Advisory Councils and CEDA Council on Economic Policy (CCEP) members.

I would like to acknowledge and thank the entire CEDA team whose outstanding work and dedication has once again underpinned the organisation's exceptional results.

In particular, special thanks and acknowledgement must go to SA and NT State Director, Hamilton Calder. Hamilton was acting CEO from April until my arrival in early October. He did a tremendous job during this period and I am personally grateful for the support he has given me on my arrival.

Finally, I look forward to meeting with CEDA's members over the coming months, and I sincerely thank you for your continued strong support and loyalty to CEDA.

Melinda Cilento
Chief Executive
CEDA



about CEDA

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

For more than 50 years, the Committee for Economic Development of Australia (CEDA) has operated nationally as an independent, member-based organisation concerned with Australia's economic and social development.

CEDA continues to deliver thought leadership, informed discourse and rigorous research that is unrestricted by vested interests or political persuasion and constructively influences good public policy.

Research and policy

CEDA's research and policy program explores the key issues underpinning Australia's economic growth. The quality and independence of CEDA's research and policy program has earned it a reputation as one of Australia's most respected business and economic policy organisations.

Events and forums

CEDA hosts regular events and forums around Australia – ranging from annual conferences and forums, to large public events, to small private Trustee boardroom briefings on key issues. Nationally, more than 39,000 people attended CEDA events in 2016–17.

Membership

CEDA's membership comprises more than 750 of Australia's leading organisations from a wide cross-section of industries, government and academia. The diversity and depth of our membership is one of CEDA's key strengths.

Funding

CEDA's funding comes from membership fees, events and sponsorship.

History

Sir Douglas Copland, one of Australia's foremost economists, formed CEDA in 1960. The organisation's purpose was to harness the ideas and influence of leading thinkers from business, government, community and academia – a purpose that remains unchanged.

Today, CEDA continues to deliver informed independent discourse and rigorous research that contributes to the policy discourse, and to Australia's economic and social development.



REVIEW OF OPERATIONS

membership

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

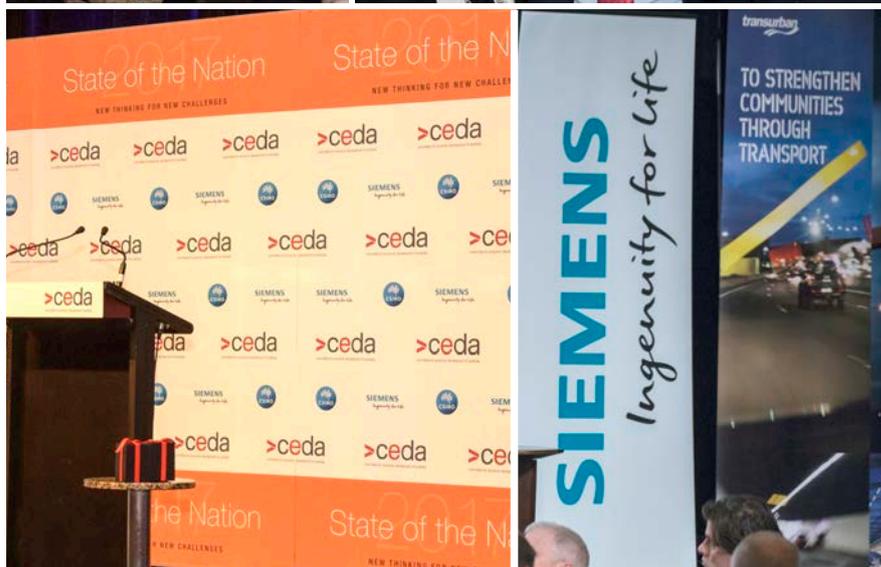
Gender equality report

Financial report

Membership continues to be a major pillar within CEDA's strategic outcomes. CEDA leads the membership associations arena by providing diverse, in-depth and strategic alignment in its programming and research activities with its membership base.

CEDA members value and rely on our thought leadership position in the market to formulate strategic outcomes. CEDA's fierce commitment to facilitating good bipartisan public policy dialogue ensured a steady hold on its membership base despite economic fluctuations in the market.

A three-year membership operational plan, which will be revitalised at the end of the 2017 calendar year, continues to deliver on key areas including growth, retention and the rollout of further digital engagement strategies. The 2016–17 financial year saw a stabilisation of CEDA's membership after a large growth phase the previous year.



CEDA National Member signage at events in the 2016–17 financial year.



REVIEW OF OPERATIONS

membership

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

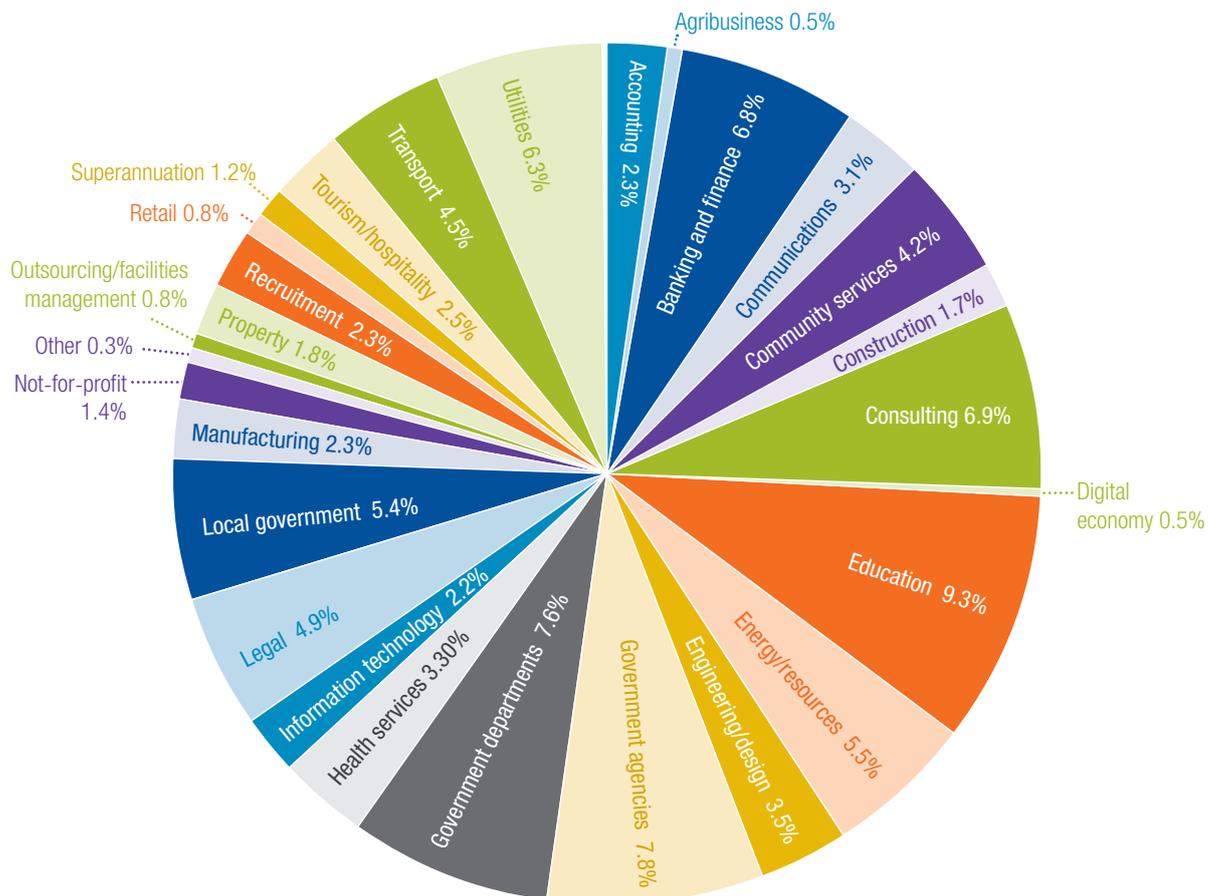
Membership breakdown

CEDA is proud to report 765 Australian businesses, government, academic and not-for-profit organisations continue to support CEDA's activities.

Members	2014-15	2015-16	2016-17
National	66	76	73
State	532	573	573
Individual	61	58	47
Honorary	41	43	44
Contra*			8
Reciprocal*			20
TOTAL	700	750	765

*Prior to this financial year, contra and reciprocal memberships were included in the state numbers. In the above table, the 2016-17 contra memberships and reciprocal memberships have been given separate categories for memberships in ACT/NSW and Tasmania/Victorian. All categories of memberships will now be displayed going forward for greater transparency.

Membership by sector





Chairman's report

Chief executive's report

About CEDA

Review of operations

> **Membership**

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

CEDA is pleased to welcome the following new national members in 2016–17:

AGL	Ferrier Hodgson	John Holland
Bendigo Bank	First State Super	Transdev
CQ University		

CEDA national members at 30 June 2017*:

ABB Australia	CPB Contractors	National Australia Bank
ACIL Allen Consulting	CSC	Navitas
Advisian	CSIRO	Nous Group
AECOM	Deloitte	Philips Electronics
AEMO	EY	PPB Advisory
Allens	Fragomen	PwC Australia
ANZ Banking Group	G4S Australia and New Zealand	Reserve Bank of Australia
APA Group	GHD	Rio Tinto
Arup	Google	RSM
Ashurst	HASSELL	SEEK
Austrade	Herbert Smith Freehills	Serco
Australia Post	HESTA	Shell Australia
Australian Catholic University	IBM	Siemens
Australian Rail Track Corporation	Jacobs	Stellar Asia Pacific
AustralianSuper	KinCare	Stockland
Broadspectrum	KPMG	Telstra
Bupa	Lendlease	Transurban
Cardno	McConnell Dowell	TRILITY
Chartered Accountants Australia and New Zealand	McKinsey & Company	Uber
Clayton Utz	Microsoft	UniSuper
Commonwealth Bank of Australia	Minerals Council of Australia	Westpac
	Mitsubishi Australia	Woods Bagot
		WSP Australia

*Not including new members

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> **Research**

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

CEDA research advances public debate on the issues underpinning Australia's long-term economic and social development. In 2016–17, 352 members contributed to CEDA's research fund. This is testament to the quality and depth of CEDA's research output and its widespread relevance.

The expertise guiding CEDA's research agenda

CEDA's Council on Economic Policy (CCEP) and the Board's Research and Policy Committee guide the development of CEDA's research agenda and contribute to the published output's quality and independence. The CCEP comprises some of Australia's most senior economic and public policy experts who meet a number of times a year to identify trends and issues that warrant deeper exploration, to explore the associated policy challenges implied, and to develop themes for research.

In 2016–17, CEDA published the following reports:

Major research report:

- Service sector productivity: the economic imperative (June 2017);

Policy perspectives:

- Outbound investment (April 2017);
- Migration: the economic debate (November 2016);
- VET: securing skills for growth (August 2016);

Development work also began on the following publications for 2017–18:

- Housing Australia; and
- Australia's place in the world.



CEDA produced and released 10 publications this year, which consisted of: one major report, three policy perspectives, two Top 10 publications, three information papers, and the annual Economic and Political Overview.

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> **Research**

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

Major research report: Service sector productivity: the economic imperative

The focus of CEDA's major research report was the sector that generates Australia's largest component of national GDP: the service sector. With manufacturing long in decline, and agriculture and the mining sector currently contributing a mere 10 per cent to GDP combined, Australia now needs to turn its attention to new growth opportunities. The service sector offers Australia's best avenue to remain internationally competitive, and provide job opportunities that are highly paid and stimulating.

The industries the report honed in on were:

- Health;
- Education and training;
- Financial services;
- Tourism;
- Professional services; and
- Transport infrastructure and logistics.

The report also included a chapter looking at how the digital revolution is shaping and changing the service sector. The research emphasised that digital disruption has the potential to drive highly paid service sector jobs offshore, and that for the sector to remain competitive, the Australian Government must reduce barriers, embrace new technologies and stimulate innovation.



Left: Healthdirect Clinical Governance General Manager, Maureen Robinson; and right: Federal Department of Health Secretary, Martin Bowles PSM, speaking at the launch of Service sector productivity: the economic imperative in Sydney on 15 June 2017.



Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> **Research**

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

The report's key recommendations were:

Health care

- Providing a greater focus on productivity gains through business system innovation in health care;
- Developing payment methods that shift the incentives from volume to value in health outcomes; and
- Extending the use of efficient prices, now implemented in public hospital funding, across the rest of the health care system.

Education

- Increasing efficiency of university governance and administration;
- Streamlining current research processes in universities; and
- Tasking government vocational and training systems with providing high quality support for industries seeking to upgrade skills.

Financial sector

- Starting periodic independent reviews of the financial sector, as recommended by the Murray inquiry, to ensure that appropriate government support is being delivered as intended.



Q&A panel at the launch of Service sector productivity: the economic imperative in Sydney on 15 June 2017.

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> **Research**

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

Policy perspectives

April 2017: Outbound investment

With protectionist policies being embraced by some of Australia's most significant trading allies – namely the US and the UK – CEDA undertook this research to ensure Australia has the right institutional settings in place to support an outbound focus for business.

The policy perspective looked at the risks and barriers to outbound investment in order to provide policy recommendations that would reduce risk.

The policy perspective examined:

- The importance of ensuring new trade barriers are not put in place due to growing anti-globalisation sentiments, and that Australians understand the benefits locally of outbound investment for our economy;
- The Australian taxation system and specifically the dividend imputation system and its impact on outbound investment;
- Ensuring that Australian businesses doing business in Asia have a local presence and contacts;
- Options for promoting specific export industries;
- The importance of Austrade and the Export Finance and Insurance Corporation (EFIC) in continuing to promote Asia as a primary focus for outbound investment;
- Investment in chilled and fresh food distribution systems; and
- Utilising existing human capital in Asia in the form of Australian expatriates.



Top: CEDA Board Director, Professor Rodney Maddock; and bottom: Crawford School of Public Policy Professor of Economics, and Australian National University College of Asia and the Pacific Associate Dean, Research, Professor Reneé Fry-McKibbin.



Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> **Research**

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

November 2016: Migration: the economic debate

Australia's migration program has played an important role in the nation's economic success. The almost unprecedented 25 years of economic expansion was facilitated by a responsive migration program that immediately brought the needed skills and labour as and when they were required. It also connects Australian businesses with global talent and new trade opportunities.

This policy perspective examined what changes in public policy are needed to sustain migration's contribution to Australia's economic development and to maintain community support.

The report proposed that Australian permanent migration could be doubled over the next 40 years and deliver significant per capita economic benefit. The report additionally proposed that to achieve the right policy settings in Australia, changes should be viewed against three key aims:

- Ensure previous strong community support for migration is re-established;
- That there is fair treatment for both temporary and permanent migrants; and
- That the country continues to reap the economic benefits from the skills that a balanced migration program brings.

The report also recommended:

- Increasing penalties for exploiting migrant workers;
- Incorporating the economic and social consequences of migration in future intergenerational reports; and
- Improving settlement services and support, access to English language programs and recognition of foreign qualifications.



Left: LinkedIn Managing Director, Australia, New Zealand and South East Asia, Cliff Rosenberg*; and above: Ministerial Advisory Council on Skilled Migration Member Su McCluskey.

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> **Research**

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

August 2016: VET: securing skills for growth

Vocational educational skills and training (VET) is a crucial component of Australia's education system, and as the future moves toward a digitalised employment industry where the nature of work is rapidly changing, it will undoubtedly play an important role in skilling Australia's future workforce.

Traditionally, the VET sector has been the domain of the public provider through the establishment of the Technical and Further Education (TAFE) system. Recent reforms have introduced competition to the sector, with a view to improve accessibility, transparency, quality and efficiency.

In the report, *VET: securing skills for growth*, CEDA posed the following questions:

- What is the role of VET within the broader education strategy of Australia?
- What role does VET play in securing Australia's future skills? and
- What outcomes do we want from the VET system?

The report recommended:

- Improving data and transparency of data to help stakeholders make more informed decisions;
- Ensuring regulators have the power to act if standards are not being met; and
- Providing national information around providers, pricing, qualifications, audit findings and satisfaction survey results to the public.

Below: PwC Chief Executive Officer Skills for Australia, Sara Caplan; and right, Victorian Minister for Training and Skills, the Hon. Steve Herbert.



[Chairman's report](#)[Chief executive's report](#)[About CEDA](#)[Review of operations](#)[> Membership](#)[> Research](#)[> Events](#)[> External affairs](#)[> International activity](#)[Governance](#)[Gender equality report](#)[Financial report](#)

November 2016: Big Issues

CEDA's annual Big Issues survey aims to capture a snapshot of the business community's views on the critical policy choices in the year ahead. In 2016, more than 1000 people completed the CEDA Big Issues survey over a two-week period from mid-November 2016.

Preparing for future jobs, the Federal Budget deficit, tax avoidance and the GST were highlighted as the top issues affecting the Australian economy. Respondents ranked the following as the top five priorities for the Federal Government in 2016:

- Addressing a slow growth economy;
- Encouraging innovation;
- Enhancing productivity;
- Improving Australia's competitiveness; and
- Addressing climate change.

On issues to be addressed by the Federal Government, 68 per cent of respondents ranked returning the Federal Budget to balance by the end of the decade as very important or somewhat important. Priorities for dealing with the Federal Budget deficit were addressing multinational tax avoidance, with 86 per cent selecting this option, with raising the GST coming in second. Other top suggestions by survey respondents were phasing out negative gearing and improving public sector efficiency. The lowest ranked option was lowering the company tax rate.

One of the most polarising issues in the survey continued to be climate change with almost 25 per cent of respondents ranking climate change first as a priority for the Federal Government, but 12 per cent ranked it last, of 11 options.

The other key theme coming through from the responses was around innovation, skills and workforce capability, with the top ranked responses on how Australia can improve its international competitiveness including: enhancing our workforce capability through education and training, incentivising innovation and R&D and higher productivity growth. Lowering the company tax rate again ranked last.

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> **Research**

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

February 2017: Economic and Political Overview

Every year CEDA publishes its Economic and Political Overview (EPO) – Australia's premier publication and series of briefings on the Australian economy and politics for the year ahead.

The 2017 EPO was themed *Delivering economic reform*. After a politically unpredictable 2016 – which internationally saw the election of Donald Trump as US President and Brexit in the UK, and locally the growing senate crossbench – the publication sought to provide a reasoned analysis on the year's emerging themes, including: populism, the rise of third parties, and voter engagement.

The EPO also continued on from CEDA's major research release from 2016 on balancing the Federal Budget. The EPO provided an analysis of the progress the Turnbull Government had made in reducing the deficit, and looked at the politics of the Federal Budget and why successive governments have failed to bring it under control.

Chapters in the 2017 EPO included:

- Economic overview: Michael Blythe, Chief Economist and Managing Director, Economics, Commonwealth Bank of Australia
- Political overview: Katharine Murphy, Political Editor, *Guardian Australia*
- Balancing the budget: Dr John Edwards, Visiting Fellow, Lowy Institute; Director, CEDA Board
- Politics of economics: Peter Martin, Economics Editor, *The Age*
- Engaging communities in economic reform: Associate Professor Anika Gauja, Department of Government and International Relations, Faculty of Arts and Social Sciences, Sydney University



From left to right: Former Prime Minister of Australia and CEDA Board of Governors member, the Hon. John Howard OM AC; NSW Treasury Secretary, Rob Whitfield; and Commonwealth Bank of Australia Chief Economist and Managing Director, Michael Blythe.



Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> **Research**

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

Information papers

In 2016–17, CEDA launched three information papers. Information papers provide timely concise commentary on topical policy issues affecting Australia. They were regularly published up until 2008, and reinstated in 2016 after a brief hiatus.

The information papers published in the 2016–17 were:

- Changes to superannuation (November 2016);
- Constitution reform (October 2016); and
- The TPP Agreement explained (August 2016).





Chairman's report

Chief executive's report

About ceda

Review of operations

> Membership

> Research

> **Events**

> External affairs

> International activity

Governance

Gender equality report

Financial report

Every year, CEDA coordinates hundreds of events featuring highly regarded speakers, who present across a broad range of economic development topics. These events promote informed debate on the policy challenges facing local, regional and national development, and offer feedback to policymakers and ideas to the business community.

CEDA's events also provide members and guests with networking opportunities at the highest levels within government, academia and corporations as well as with peers, clients and other sectors of the economy. CEDA's events are well-attended by mainstream media, who take the debate and discussion to a wider audience.

In 2016–17, CEDA hosted a total of 326 events Australia-wide, including 138 Trustee boardroom briefings. CEDA events attracted 39,176 attendees. This figure included 34,673 members or their guests, and 4503 CEDA Trustees. CEDA hosted 179 public events Australia-wide in 2016–17.

National event or series highlights

Annual Dinner November 2016

15 November 2016

CEDA's Annual Dinner is an end-of-year celebration that is traditionally held in Sydney or Melbourne during November, which features a biennial keynote address by the RBA Governor.

In 2016, the event was held in Melbourne and CEDA welcomed RBA Governor, Dr Philip Lowe, to deliver one of his first major addresses as Governor. Dr Lowe's address looked at buffers and options for Australia's economy, and he advocated that, despite economic uncertainty, business should not pause or withdraw from the world. He also stated that the RBA's central scenario for the Australian economy remains positive.



CEDA's Annual Dinner, Victoria, 15 November 2016. Reserve Bank of Australia Governor, Dr Philip Lowe speaking at the Annual Dinner.





Chairman's report

Chief executive's report

About ceda

Review of operations

> Membership

> Research

> **Events**

> External affairs

> International activity

Governance

Gender equality report

Financial report

2017 Economic and Political Overview

CEDA has produced the EPO annually for more than 30 years. It is a highly regarded assessment of trends and prevailing economic conditions, and regularly attracts strong audiences and considerable media discussion.

The 2017 EPO was launched on 15 February in Melbourne, with a keynote presentation from Treasurer of Victoria, the Hon. Tim Pallas. The event also included a panel discussion with speakers: Commonwealth Bank of Australia Chief Economist and Managing Director, Michael Blythe; Woolworths, Australia Post, and AMP Limited Non-Executive Director, Holly Kramer; Navitas and Programmed Non-Executive Director, Lisa Paul AO PSM; and UGL Chairman, and Non-Executive Director of Sonic Healthcare, Fletcher Building, Adairs and Sigma Pharmaceuticals, Kate Spargo.

The event was followed by release events in eight other cities, with speakers from politics, business and media headlining the discussions. The events drew a combined 1714 attendees, and attracted 108 media mentions.



Top: Former CEDA CEO, Professor the Hon. Stephen Martin hosts a panel with UGL Chairman, and Sonic Healthcare, Fletcher Building, Adairs, and Sigma Pharmaceuticals Non-Executive Director, Kate Spargo; Navitas and Programmed Non-Executive Director, Lisa Paul AO PSM; and Woolworths, Australia Post, AMP Limited Non-Executive Director, Holly Kramer.

Bottom: Victorian Treasurer, the Hon. Tim Pallas addresses the EPO 2017 audience.



[Chairman's report](#)[Chief executive's report](#)[About ceda](#)[Review of operations](#)[> Membership](#)[> Research](#)[> Events](#)[> External affairs](#)[> International activity](#)[Governance](#)[Gender equality report](#)[Financial report](#)

State of the Nation

10–11 October 2016 | 31 May – 1 June 2017

CEDA's annual public policy conference includes senior leaders from government, opposition, business and academia for a two-day intensive briefing. In an unusual occurrence, the 2016–17 financial year hosted two State of the Nation events, with the 2016 calendar-year event being postponed due to the 2016 Federal Election.

The 34th annual *State of the Nation: A new policy agenda: innovation, growth and the future economy* was held in October 2016 in Parliament House. The conference included keynote addresses by Opposition Leader, the Hon. Bill Shorten; Federal Minister for the Environment and Energy, the Hon. Josh Frydenberg; and Federal Minister for Health and Aged Care (at the time of speaking), the Hon. Sussan Ley.

The conference explored:

- Australia's national innovation system and strategic industry policy;
- Business investment in innovation and knowledge-based capital;
- Social innovation and competition in human services; and
- Investment in productivity-enhancing infrastructure.

The 35th annual *State of the Nation: New thinking for new challenges* was held in May/June 2017, once again in Parliament House in Canberra. The conference included keynote addresses by Prime Minister, the Hon. Malcolm Turnbull, Opposition Leader, the Hon. Bill Shorten, Treasurer, the Hon. Scott Morrison and Federal Minister for Regional Development, Senator the Hon. Fiona Nash.

The conference explored:

- How our high-performing companies compete in the global marketplace;
- How we can set up our growth sectors for success; and
- How to improve economic security in times of change and uncertainty.



From left to right: Prime Minister, the Hon. Malcolm Turnbull; Federal Minister for Regional Development, Senator the Hon. Fiona Nash; and Opposition Leader, the Hon. Bill Shorten.



Chairman's report

Chief executive's report

About ceda

Review of operations

> Membership

> Research

> **Events**

> External affairs

> International activity

Governance

Gender equality report

Financial report

State of the State series

CEDA hosts State of the State events to give state premiers the opportunity to address CEDA members and to outline the state priorities for the coming year. In the 2016–17 financial year, five state premiers addressed CEDA audiences on their key economic, business and community priorities for the year ahead. The events drew a combined 2395 attendees. CEDA hosted:

The Hon. Jay Weatherill, Premier of South Australia (July 2016)

The Hon. Mike Baird, Premier of New South Wales* (August 2016)

The Hon. Will Hodgman, Premier of Tasmania (September 2016)

The Hon. Annastacia Palaszczuk, Premier of Queensland (September 2016)

The Hon. Daniel Andrews, Premier of Victoria (November 2016)

**Position at time of address*



The 2016–17 financial year has seen five state premiers address CEDA audiences.

[Chairman's report](#)[Chief executive's report](#)[About ceda](#)**[Review of operations](#)**[> Membership](#)[> Research](#)[> **Events**](#)[> External affairs](#)[> International activity](#)**[Governance](#)**[Gender equality report](#)[Financial report](#)

Energy and resources series:

The Australian energy and resources industry is in a period of transition. With decreased exploration and production well under way, much discussion is now focused on what's next. Meanwhile, uptake of renewable energy in Australia is increasingly providing new opportunities for other energy markets. The rapid transition of the energy sector, spurred on by new technologies and lower emissions targets, has brought new questions on how to secure energy supply into the future. In the last financial year, 12 events were run across NSW, Victoria, Queensland, SA and WA.

Series highlights included:

Key changes in Victoria's energy sector: [Lily D'Ambrosio](#) (August 2016, VIC): Victorian Minister for Energy, Environment and Climate Change and Minister for Suburban Development, the Hon. Lily D'Ambrosio; and Clean Energy Finance Corporation Chief Executive Officer, Oliver Yates.

Energy and resources: the new energy mix (September 2016, QLD): APPEA Chief Executive, Dr Malcolm Roberts; and AGL Energy Managing Director and Chief Executive Officer, Andy Vesey.

WA Annual Resources Overview (October 2016, WA): Pilbara Minerals Managing Director and Chief Executive Officer, Ken Brinsden; Toro Energy Managing Director, Dr Vanessa Guthrie*; South32 Chief Financial Officer, Brendan Harris; and METS Ignited Chair, Elizabeth Lewis-Gray.

CEDA Energy Series: Finkel review and the future market (June 2017, SA): Grattan Institute Energy Program Director, Tony Wood; GE Government Affairs & Policy Senior Director, Sam Maresh; and Tesla Energy Director, Mark Twidell.

Securing a reliable and responsive energy market (June 2017, NSW): NSW Minister for Resources and Minister for Energy and Utilities, the Hon. Don Harwin; and Australian Energy Market Operator Corporate Development Executive General Manager, David Swift.



From left to right: APPEA Chief Executive, Dr Malcolm Roberts; METS Ignited Chair, Elizabeth Lewis-Gray; and the Victorian Minister for Energy, Environment and Climate Change and Victorian Minister for Suburban Development, the Hon. Lily D'Ambrosio.

*Position at time of address

[Chairman's report](#)[Chief executive's report](#)[About ceda](#)**Review of operations**[> Membership](#)[> Research](#)[> Events](#)[> External affairs](#)[> International activity](#)**Governance**[Gender equality report](#)[Financial report](#)

Cities and infrastructure series:

Australia's cities are growing and with this expansion comes the need to plan and build infrastructure and transport that can safely and reliably support the population, in order to improve productivity and subsequently the economy. However, this requires significant investment and planning with input from a variety of stakeholders including federal and state governments, business and industry as well as the general public. The series explores options for the best way forward. Over the last year, 12 events were run.

Series highlights included:

[2016 Transport and infrastructure review](#) (October 2016, SA):

SA Minister for Transport and Infrastructure and Minister for Housing and Urban Development, the Hon. Stephen Mullighan; Flinders Ports Chief Executive Officer, Vincent Tremaine; and Flinders University Australian Industrial Transformation Institute Director, Professor John Spoehr.

[Western Sydney Growth – infrastructure priorities](#) (November 2016, NSW):

Federal Minister for Urban Infrastructure, the Hon. Paul Fletcher; and Roads and Maritime Services, Western Sydney Program Office, General Manager, Dr Kevin Doherty.

[Infrastructure Victoria's 30-year strategy: final report](#) (December 2016, VIC):

Infrastructure Victoria Chief Executive Officer, Michel Masson.

[Financing Australia's transport infrastructure pipeline](#) (March 2017, NSW):

Infrastructure Australia Chief Executive Officer, Phil Davies; Global Infrastructure Hub Chief Executive Officer, Chris Heathcote; and QIC Principal, Global Infrastructure, Trent Carmichael.

[Cities and infrastructure](#) (June 2017, VIC):

Deputy Lord Mayor of Melbourne, Melbourne Sustainable Society Institute Chair, and 2017 World Ecocity Summit Advisory Board Chair, Cr Arron Wood; Fishermans Bend Ministerial Advisory Committee Chair, Meredith Sussex AM; City of Melbourne Chair of Resilient Cities, Professor Lars Coenen; Siemens Mobility Executive General Manager Australia and New Zealand, Maximilian Eichhorn; and RMIT University Director Urban Futures Enabling Capability Platform, Professor Billie Giles-Corti.



From left to right: Infrastructure Victoria Chief Executive Officer, Michel Masson; Fishermans Bend Ministerial Advisory Committee Chair, Meredith Sussex AM; and Infrastructure Australia Chief Executive Officer, Phil Davies.

[Chairman's report](#)[Chief executive's report](#)[About ceda](#)[Review of operations](#)[> Membership](#)[> Research](#)[> Events](#)[> External affairs](#)[> International activity](#)[Governance](#)[Gender equality report](#)[Financial report](#)

Education series:

The education system is a critical contributor to Australia's economy. As one of Australia's biggest exports, this series seeks to address how to progress and grow the education sector through asking questions around funding, reforms and online education. In the 2016–17 financial year, 10 events were run.

Series highlights included:

[Seeking policy certainty in higher education](#) (August 2016, NSW):

University of Technology Sydney Vice-Chancellor and President, Professor Attila Brungs; Australian Catholic University Vice-Chancellor, Professor Greg Craven; The University of Newcastle Vice-Chancellor and President, Professor Caroline McMillen; University of Canberra Acting Vice-Chancellor, Professor Frances Shannon; and The University of Sydney Vice-Chancellor and Principal, Dr Michael Spence.

[The Vice-Chancellor panel](#) (August 2016, WA):

Edith Cowan University Vice-Chancellor and President, Professor Stephen Chapman CBE; The University of Notre Dame Australia Vice-Chancellor, Professor Celia Hammond; The University of Western Australia Vice-Chancellor, Professor Paul Johnson*; Murdoch University Vice-Chancellor, Professor Eeva Leinonen; and Curtin University Vice-Chancellor and President, Professor Deborah Terry AO.

[Vice-Chancellors Panel](#) (February 2017, VIC):

University of Melbourne Vice-Chancellor, Professor Glyn Davis AC; Victoria University Vice-Chancellor, Professor Peter Dawkins; Deakin University Vice-Chancellor, Professor Jane den Hollander; La Trobe University Vice-Chancellor and President, Professor John Dewar; and University of Tasmania Vice-Chancellor, Professor Peter Rathjen.

[Higher education review and VC panel](#) (May 2017, SA):

Federal Minister for Education and Training, Senator the Hon. Simon Birmingham; The University of Adelaide Interim Vice-Chancellor and President, Professor Mike Brooks; and Flinders University Vice-Chancellor and President, Professor Colin Stirling.

[Education: the economic imperative](#) (June 2017, VIC):

Monash University Vice-Chancellor, Professor Margaret Gardner AO; Melbourne Centre for the Study of Higher Education Honorary Principal Fellow, Associate Professor Ian Marshman; Navitas Chief Corporate Affairs Officer, Helen Zimmerman; and KPMG National Education Sector Leader, Professor Stephen Parker AO.

**Position at time of address*



Chairman's report

Chief executive's report

About ceda

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

Disruptors and innovation series:

Business and government are embracing disruption and innovation in a bid to improve and expand efficiently. Rapid changes have opened up local and global markets and are transforming how business operates. Agility and responsiveness are essential characteristics to embody, but with an ever-changing environment, what's next and how can we be prepared? CEDA explores this topic with influential speakers as well as companies who have successfully integrated disruption and innovation into their business strategy. The year saw 14 events run.

Series highlights included:

Digital Bytes: public sector innovation (September 2016, NSW)

NSW Department of Finance Secretary, Martin Hoffman; and Federal Digital Transformation Office Head of Digital Marketplace, Catherine Thompson.

The disruptors: digital productivity gains (September 2016, QLD)

Productivity Commission Chairman, Peter Harris AO.

Cyber security and the economy (March 2017, VIC)

Wall Street Journal/Dow Jones Cybersecurity Research Director, Rob Sloan; Communications Alliance Chief Executive Officer, John Stanton; La Trobe University Associate Professor, Dr Sara Smyth; and Australian Cyber Security Growth Network Chief Executive Officer, Craig Davies.

The disruptors: fintech and fast changing leadership (March 2017, QLD)

Reserve Bank of Australia Chief Information Officer, Sarv Girn.

Understanding the fourth industrial revolution (April 2017, NSW)

ANZ Banking Group Chief Data Officer, Emma Gray; and NSW Data Analytics Centre Chief Executive Officer and Chief Data Scientist, Dr Ian Oppermann.



From left to right: La Trobe University Associate Professor, Dr Sara Smyth; Wall Street Journal/Dow Jones Cybersecurity Research Director, Rob Sloan; and ANZ Banking Group Chief Data Officer, Emma Gray.

[Chairman's report](#)[Chief executive's report](#)[About ceda](#)[Review of operations](#)[> Membership](#)[> Research](#)[> Events](#)[> External affairs](#)[> International activity](#)[Governance](#)[Gender equality report](#)[Financial report](#)

Health series:

Australia's health system is a complex network made up of services, providers and patients, alongside research, technology developments such as e-Health, and has a widespread workforce.

This system provides support to millions of Australians who each require unique and individualised care dependent on age, gender, medical history, culture and socioeconomic background. Through this event series, CEDA has been driving discussion on Australia's health system through 2016–17, posing questions around efficient service delivery, innovative and cost-effective funding models and how to meet today's requirements while planning for the future.

In 2016–17, 12 events were run across Australia.

Series highlights included:

[Global health issues](#) (August 2016, SA)

World Health Organisation Former Assistant Director General, Dr Jack Chow; Heart Foundation Chief Executive Officer, Amanda Rischbieth; The University of Adelaide Public Health Lecturer, Adriana Milazzo; SA Health Chief Medical Officer and Chief Public Health Officer, Professor Paddy Phillips.

[Transformation of healthcare](#) (March 2017, WA)

Australian Health Policy Collaboration Director, Rosemary Calder AM; Bupa Health Insurance Managing Director, Dr Dwayne Crombie; and Sir Walter Murdoch School of Public Policy and International Affairs School of Management and Governance Head of Health Policy Program, Associate Professor Francesco Paolucci.

[Health series: funding, investment and skills](#) (April 2017, QLD)

Queensland Minister for Health and Minister for Ambulance Services, the Hon. Cameron Dick.

[Strengthening Australia's social services safety net](#) (May 2017, NSW)

Federal Minister for Human Services, the Hon. Alan Tudge.

[The business of age](#) (May 2017, WA)

KPMG Australia Health, Ageing and Human Services Director, Jeremy Jacobs; University of Sydney Faculty of Medicine Curran Chair in Health Care of Older People, Professor Susan Kurrle; Brightwater Care Group Chief Executive Officer, Jennifer Lawrence; and Commonwealth Bank of Australia National Head of Healthcare, Cameron Ziebell.



Chairman's report

Chief executive's report

About ceda

Review of operations

> Membership

> Research

> **Events**

> External affairs

> International activity

Governance

Gender equality report

Financial report

Women in Leadership series:

CEDA has successfully held Women in Leadership events since 2010. In 2016–17, CEDA has continued this discussion.

Over the last six years, CEDA has held more than 100 events across Australia seeking to engender discussion about Women in Leadership. Over 250 presentations have been delivered at these events and over 16,000 people have attended.

CEDA remains committed to improving gender equality, and continues to invite influential thought leaders to comment on the major policy issues confronting women in public and corporate life.

Topics in 2016–17 have included:

- Calling out financial bias and imbalance;
- Behavioural insights into gender equality;
- Diversity as a driver of high performance;
- Gender diversity and inclusion targets: CEOs leading the way; and
- Australia's gender equality scorecard.

Last year saw 23 events run across the ACT, NSW, Queensland, SA, Tasmania, Victoria and WA.

Bottom: Georgetown Institute for Women, Peace and Security Managing Director and VicHealth Leading Thinker, Dr Jeni Klugman. Right: Workplace Gender Equality Agency (WGEA) Director, Libby Lyons.



[Chairman's report](#)[Chief executive's report](#)[About ceda](#)[Review of operations](#)[> Membership](#)[> Research](#)[> Events](#)[> External affairs](#)[> International activity](#)[Governance](#)[Gender equality report](#)[Financial report](#)

Regional Australia and agriculture series:

Regional Australia is home to 32 per cent of the population and is responsible for 67 per cent of national exports. However, the emergence of a global economy, high labour mobility, a changing resources industry, increasing infrastructure and transport requirements, and digital disruption creates challenges. Conversely, signed trade agreements are growing and opening doors for Australia while tourism is recognised as a leading and fast-growing industry. This series asks: how can the regions take advantage of such opportunity and what is in place to support future growth? In the 2016–17 financial year five events were run.

[Growing the agriculture economy](#) (July 2016, WA)

ANZ Regional Business Banking WA State General Manager, Stuart Hancock.

[Agribusiness outlook – enhancing productivity and capacity](#) (July 2016, NSW)

Australian Competition and Consumer Commission Agricultural Commissioner, Mick Keogh.

[Education, employment and regional development](#) (July 2016, VIC)

Victorian Minister for Agriculture and Minister for Regional Development, the Hon. Jaala Pulford; Workskil Australia Chief Executive Officer, Nicole Dwyer; La Trobe University Director of TAFE Partnerships, Dr Andy Giddy; and Teach for Australia Founder and Chief Executive Officer, Melodie Potts Rosevear.

[Newcastle and Hunter Region Economic Development Forum](#)

(September 2016, NSW)

NSW Minister for Planning, the Hon. Rob Stokes*; and Aurizon Managing Director and Chief Executive Officer, Lance Hockridge.

[Transitioning regional economies: Productivity Commission](#) (May 2017, QLD)

Productivity Commission Commissioner, Paul Lindwall.



*Australian Competition and Consumer Commission
Agricultural Commissioner,
Mick Keogh presenting at
the Agribusiness Outlook –
enhancing productivity and
capacity event in NSW.*

*Position at time of address

[Chairman's report](#)[Chief executive's report](#)[About ceda](#)[Review of operations](#)[> Membership](#)[> Research](#)[> Events](#)[> External affairs](#)[> International activity](#)[Governance](#)[Gender equality report](#)[Financial report](#)

State highlights

CEDA ran forums and events specific to each state and territory informed by interests and concerns of state members and Trustees. Following is a selection of forum and event highlights from around the nation in 2016–17, showcasing the depth and breadth of issues addressed.

Australian Capital Territory

[Global economic outlook with Dr Paul Sheard, Canberra](#)

1 September 2016

New York-based economist Dr Paul Sheard, the Chief Economist for Standard & Poor's Global for the past decade, provided an in-depth analysis on the global economy, its major risks and policy challenges.

New South Wales

[Mid-year economic update by Treasurer* Gladys Berejiklian](#)

13 December 2016

As Australia's best performing economy with 31 per cent of the nation's GDP, the annual output of the NSW economy has grown from \$279 billion to \$562 billion over the past 15 years. The Hon. Gladys Berejiklian delivered her Mid-Year Economic Update in which she updated NSW economic forecasts for 2016–17 and beyond.

**Position as at time of address.*

[ACCC's enforcement and compliance policy update 2017](#)

24 February 2017

ACCC Chairman, Rod Sims delivered his first public address for 2017. The annual event reviewed the ACCC's activities in 2016, the challenges facing the national competition and consumer regulator and looked at the ACCC's priorities for 2017.

[Innovation that fuels jobs growth](#)

20 April 2017

Federal Assistant Minister for Industry, Innovation, and Science, the Hon. Craig Laundy spoke on the barriers that prevent the full integration of the region's potential labour force, and how Western Sydney can benefit from the National Innovation and Science Agenda through initiatives that encourage innovation and job creation.



Chairman's report

Chief executive's report

About ceda

Review of operations

> Membership

> Research

> **Events**

> External affairs

> International activity

Governance

Gender equality report

Financial report

Breakfast on the Run series: eroding trust and implications

11 May 2017

Edelman CEO, Steve Spurr provided an update to CEDA members on the 2017 Trust Barometer, and discussed eroding trust and implications for government, business and NFPs. The 2017 survey showed that trust in government, business, media and NGOs had significantly fallen. The survey found that trust in media and our leaders is at an all-time low, while government represented the least trusted institution in half the countries surveyed.

Delivering Sydney's visitor economy: drivers and directions

20 June 2017

Tourism Australia Managing Director, John O'Sullivan, and industry leaders, discussed the importance of Sydney's visitor economy. Tourism contributes a total of \$27.9 billion to the NSW economy per annum and employs close to 267,000 both directly and indirectly. With much needed investment in infrastructure and a burgeoning middle class across the Asia-Pacific, the event looked at the enormous potential for growth in Sydney's visitor economy.



Standard & Poor's Global Chief Economist, Dr Paul Sheard spoke in both Canberra and Sydney on the CEDA stage in 2016-17.



Chairman's report

Chief executive's report

About ceda

Review of operations

> Membership

> Research

> **Events**

> External affairs

> International activity

Governance

Gender equality report

Financial report

Queensland

2016 Queensland Economic Development Forum

4 August 2016

The annual Queensland Economic Development Forum brings together leaders to build on the strengths of the state's economy and the capacity for growth in our regions; and to identify the policy drivers for critical development and the right investments for the future. The 2016 event included speakers: Queensland Minister for State Development and Minister for Natural Resources and Mines, the Hon. Dr Anthony Lynham; Bank of Queensland Chief Executive Officer and Managing Director, Jon Sutton; and Queensland Deputy Premier, Minister for Infrastructure, Local Government and Planning and Minister for Trade and Investment, the Hon. Jackie Trad.*

**Position at time of address.*

The disruptors: the sharing economy

14 October 2016

Airbnb Head of Public Policy, Brent Thomas discussed the future of the sharing economy – which has disrupted and redefined transactions in traditional markets in transport, tourism, storage, professional services and residential and commercial accommodation.



Above: Queensland Deputy Premier, Minister for Infrastructure, Local Government and Planning and Minister for Trade and Investment, the Hon. Jackie Trad (position at time of address).

Right: Hydro Tasmania Chief Executive Officer, Stephen Davy.



[Chairman's report](#)[Chief executive's report](#)[About ceda](#)[Review of operations](#)[> Membership](#)[> Research](#)[> Events](#)[> External affairs](#)[> International activity](#)[Governance](#)[Gender equality report](#)[Financial report](#)

[CEO panel: Australia's future leadership](#)

17 May 2017

When the role and influence of leaders is increasingly being scrutinised, CEDA took the opportunity to invite the most senior executives of its founding members to share their aspirations for Australia's future and reflect on how business and leadership has, will and must evolve. The panel included Hydro Tasmania Chief Executive Officer, Stephen Davy; MLC Non-Executive Director and NAB Consumer and Chief Customer Officer Wealth, Andrew Hagger; and CEDA Governor John Massey.

[State Budget address 2017](#)

19 June 2017

Speaking and responding to analyses of his third and final budget before the state election, Queensland Treasurer and Minister for Trade and Investment, the Hon. Curtis Pitt detailed the state of Queensland's balance sheet and his forecast for the state economy.

[South Australia](#)

[Capitalising on the golden age](#)

11 August 2016

Ageing Well Ambassador, cook and food author, Maggie Beer alongside Economic Development Board Chair, Raymond Spencer and KPMG Partner and Social Commentator, Bernard Salt, explored what ageing well means to our 60 plus generation, the economic and social opportunities it presents and how business, government, academia and our citizens can work together to make South Australia an ageing well global leader.

[2016 Defence review](#)

7 December 2016

Federal Minister for Defence Industry, the Hon. Christopher Pyne, together with DCNS CEO, Sean Costello, spoke to CEDA for the first time since the announcement of DCNS as the builder for Australia's next generation of submarines.

[CEDA leader series: Leader of the Opposition](#)

12 May 2017

CEDA welcomed the Hon. Steven Marshall, State Liberal Leader to the lectern for his Leader of the Opposition address. He led a discussion around the key opportunities and challenges facing the state, providing his vision in the lead-up to the 2018 election.



Chairman's report

Chief executive's report

About ceda

Review of operations

> Membership

> Research

> **Events**

> External affairs

> International activity

Governance

Gender equality report

Financial report

Global trade and trends

30 March 2017

With the support of DFAT, CEDA welcomed key Australian diplomats from around the globe, to provide their insight, understanding and counsel on how their host countries are reacting to this unprecedented period of global change, and what challenges and opportunities are presented for Australia. Speakers included Australian High Commissioner to the UK, H.E. the Hon. Alexander Downer AC; Australian Ambassador to the Philippines, H.E. Amanda Gorely; Australian Ambassador to Saudi Arabia, H.E. Dr Ralph King; and Senior Trade and Investment Commissioner to Western Europe, Richard Leather.

Healthy workplaces: where people and business thrive

6 June 2017

The link between employee wellbeing and business productivity is well documented and the evidence for the role of the workplace in influencing worker health is now stronger than ever. How to create and sustain a healthy and thriving workforce remains a challenge for employers, especially in these challenging economics times. Lendlease Head of Workplace Health and Wellbeing, Duncan Young focused on how businesses can: drive productivity through workforce health and wellbeing innovation; lead a thriving workforce from the top; and sustain a high performing workplace by embedding health and wellbeing into culture, leadership and business strategy.



Left: Federal Minister for Defence Industry, the Hon. Christopher Pyne.

Right: Lendlease Head of Workplace Health and Wellbeing, Duncan Young.



Chairman's report

Chief executive's report

About ceda

Review of operations

> Membership

> Research

> **Events**

> External affairs

> International activity

Governance

Gender equality report

Financial report

Tasmania and Victoria

Major economic address by Prime Minister Malcolm Turnbull

17 August 2016

Prime Minister of Australia, the Hon. Malcolm Turnbull gave his first major address since the Federal Election, discussing the economic agenda of his government.

Skills, mobility and the future of work

1 December 2016

This event provided an understanding on the shifting landscape and the technical skills where Australia is winning the global competition for talent. Speakers included AVCAL Chief Executive Officer, Yasser El-Ansary; Telstra Group Executive, Alex Badenoch; and LinkedIn Managing Director – Australia, New Zealand and South East Asia, Cliff Rosenberg.

The opportunity for Australian manufacturing

7 March 2017

AMGC Chair, Andrew Stevens alongside other Australian manufacturing leaders discussed the opportunities, policies and strategic priorities for the sector over the next decade.

Housing affordability

16 June 2017

At this event, Federal Assistant Minister to the Treasurer, the Hon. Michael Sukkar and The University of Sydney Associate Professor, Judith Yates looked at how the new \$1 billion National Housing Infrastructure Facility and other initiatives in the 2017-18 Federal Budget will address the issue of housing affordability and supply in Australia.



Top left: Federal Assistant Minister to the Treasurer, the Hon. Michael Sukkar. Bottom left: The University of Sydney Associate Professor, Judith Yates. Below: The Hon. Michael Sukkar addresses the Housing Affordability audience in Melbourne.





Chairman's report

Chief executive's report

About ceda

Review of operations

> Membership

> Research

> **Events**

> External affairs

> International activity

Governance

Gender equality report

Financial report

Western Australia

Aboriginal champions panel

13 September 2016

This event included a panel of accomplished, influential and distinguished Indigenous champions who are working towards empowering their communities through education, employment and advocacy. The panel was composed of: G Cole Consulting Managing Director, Gordon Cole; South West Aboriginal Land and Sea Council Maarli Services Deputy Chairman and Managing Director, Michael Hayden; Edith Cowan University Kurongkurl Katitjin Centre for Indigenous Education and Research Head, Professor Colleen Hayward AM and The Graham (Polly) Farmer Foundation Patron and President, Dr Sue Gordon AM.

Two treasurers: economic growth policies

8 February 2017

State Treasurer*, the Hon. Dr Mike Nahan and Shadow Treasurer*, the Hon. Ben Wyatt presented their strategies on economic growth and reform ahead of the March Western Australian Election.

Autonomous vehicles – the road to economic growth?

10 May 2017

This event presented a vision for consumers, industry, and infrastructure, and identified the challenges and the enormous opportunities autonomous operations present for local and national businesses and the economy. Speakers included West Australian Department of Transport Policy Planning and Investment A/ Managing Director, Steve Beyer; Advisian State Manager WA, Kerryl Bradshaw; Australia and New Zealand Driverless Vehicle Initiative Chair of Executive Steering Committee, Peter Damen; and RAC of WA Advocacy and Members Executive General Manager, Patrick Walker.



From left to right: Edith Cowan University Kurongkurl Katitjin Centre for Indigenous Education and Research Head, Professor Colleen Hayward AM; Author and Media Personality, Tracey Spicer; and WA Shadow Treasurer, the Hon. Ben Wyatt. .*

*Positions as at time of address.



Chairman's report

Chief executive's report

About ceda

Review of operations

> Membership

> Research

> **Events**

> External affairs

> International activity

Governance

Gender equality report

Financial report

Calling out financial bias and imbalance

15 June 2017

Author and media personality, Tracey Spicer shared the story of how she battled and won in the media industry, promoting equality in the workplace. Guests continued the discussion by profiling global initiatives dedicated to organisational equity balance; highlighting commitments to advance equality and diversity in STEM higher education and research; and addressing the impact of lower rates of superannuation for women on the economy.

Inspiring leadership through arts and culture

21 June 2017

Two of Western Australia's most passionate leaders and advocates in the arts and culture sector – Chamber of Arts and Culture WA Executive Director, Henry Boston and WA Ballet Executive Director, Jessica Machin – discussed the role of the arts and culture in stimulating innovation and new ways of thinking.

Key speakers

CEDA thanks the many business, political, community and academic leaders who shared their views and insights on the CEDA stage throughout the year. Leading speakers have included:

The Hon. Malcolm Turnbull, Prime Minister of Australia

The Hon. Bill Shorten, Federal Leader of the Opposition

The Hon. Jay Weatherill, Premier of South Australia

The Hon. Mike Baird, Premier of New South Wales*

The Hon. Will Hodgman, Premier of Tasmania

The Hon. Anastacia Palazczuk, Premier of Queensland

The Hon. Daniel Andrews, Premier of Victoria

Dr Ken Henry, Chairman of National Australia Bank and Chair of the Advisory Council of the SMART Infrastructure Facility at the University of Wollongong

Dr Fiona Haslam McKenzie, Co-Director, Centre for Regional Development, University of Western Australia

Mark Thirlwell, Chief Economist, Austrade

Stephen Davy, Chief Executive Officer, Hydro Tasmania

Sarv Girm, Chief Information Officer, Reserve Bank of Australia

HE Frances Adamson, Australia's Ambassador to China

Holly Kramer, Non-Executive Director, Woolworths, Australia Post, AMP Limited



REVIEW OF OPERATIONS

events

Chairman's report

Chief executive's report

About ceda

Review of operations

> Membership

> Research

> **Events**

> External affairs

> International activity

Governance

Gender equality report

Financial report

Alastair MacGibbon, Special Advisor to the Prime Minister on Cyber Security, Department of the Prime Minister and Cabinet

Professor Richard Baldwin, Professor of International Economics, Graduate Institute of Economics and Development Studies, Geneva

Audrey Zibelman, CEO, AEMO

Dr Philip Lowe, Governor, Reserve Bank of Australia

Lucy Turnbull AO, Chair, Greater Sydney Commission

Christine Holgate, Chief Executive Officer and Managing Director, Blackmores*

Dr Tim Soutphommasane, Race Discrimination Commissioner, Australian Human Rights Commission

Libby Lyons, Director, Workplace Gender Equality Agency

**Position at the time of speaking*

[Chairman's report](#)[Chief executive's report](#)[About ceda](#)**[Review of operations](#)**[> Membership](#)[> Research](#)[> Events](#)[> External affairs](#)[> International activity](#)**[Governance](#)**[Gender equality report](#)[Financial report](#)

Sponsorship

CEDA thanks the following companies for their additional support as sponsors of research, events and forums during 2016–17.

.au Domain	CBRE	First State Super
ABB Australia	Chartered Accountants ANZ	Flinders University
ACIL Allen Consulting	City of Gold Coast	Folk
Adani Mining	City of Perth	Fragomen
Adelaide Airport	Coal Services	GHD
Advisian	Colin Biggers & Paisley	Gilbert + Tobin
AECOM	Commonwealth Bank of Australia	Griffith Business School
AIM WA+UWA Business School	Commonwealth Superannuation Corporation (CSC)	GSK
Allens	Conoco Philips	GTA Consultants
ANZ Banking Group	Construction Skills Queensland	Hassell
Arc Infrastructure	CPL	Health Partners
Arup	CSIRO	Hesta
Aurizon	Curtin University	Hughes PR
Ausnet	Defence Housing Australia	International Convention Centre Sydney
BHP	Deloitte	James Cook University
Bond University	DuPont	Johnson & Johnson
BP	Edith Cowan University	KPMG
Brookfield Rail	Energy Queensland	La Trobe University
Bupa	ExxonMobil	Landcorp
Cardno	EY	Lendlease
CBH Group		Macquarie University



REVIEW OF OPERATIONS



events

Chairman's report

Chief executive's report

About ceda

Review of operations

> Membership

> Research

> **Events**

> External affairs

> International activity

Governance

Gender equality report

Financial report

Maddocks	Rio Tinto	University of Queensland
McConnell Dowell	RSM	University of South Australia
McCullough Robertson Lawyers	RSP	University of Southern Queensland
McKinsey & Company	SA Department of Environment, Water and Natural Resources (DEWNR)	University of Sunshine Coast
Medibank	SA Power Networks	University of Sydney
Metro	Safework SA	University of Sydney Business School
Microsoft	Scope Global	University of Western Australia
Milwaukee	SEEK	University of Wollongong
Minter Ellison	Serco	VicHealth
Murdoch University	Siemens	Victorian Department of Economic Development, Jobs, Transport
National Australia Bank	SA Department of State Development	WA Department of Local Government, Sport and Cultural Industries
NGIS	Spotless	WA Super
Nous Group	Stockland	Water West Australia
NSW Department of Industry	Sun Metals	WA Department of Water
People's Choice Credit Union	Syrinx	Western Sydney University
Perth Airport	TAFE NSW	Westpac
Philips Electronics	Telstra	WSP Australia
Plenary Group	The GPT Group	
Port Authority of NSW	Toowoomba Regional Council	
Programmed	Transurban	
PwC Australia	UniSuper	
Queensland Airports Ltd	University of Adelaide	
RAA of SA	University of Melbourne	
RAC of WA	University of Newcastle	
RACV		



- Chairman's report
- Chief executive's report
- About CEDA
- Review of operations**
 - > Membership
 - > Research
 - > Events
 - > External affairs
 - > International activity
- Governance
- Gender equality report
- Financial report

Overview

The focus of CEDA's communications work this year has been to consolidate key online material to ensure greater access rates and to continue to push brand reach through marketing and media engagement.

Media

CEDA had more than 1450 media mentions during the financial year, this is an increase from the previous year. The majority of media mentions related to CEDA's State of the Nation conferences. Due to the Federal Election being held in July 2016, CEDA moved the State of the Nation 2016 conference to October and therefore CEDA had two conferences in the 2016–17 financial year. CEDA research and events also contributed to the increase in media coverage for the year.

Once again, top news outlets for coverage of CEDA were *The Australian Financial Review*, *The Australian*, ABC radio and TV, Sky news and state daily newspapers.

Tweets 60.9K | Following 928 | Followers 175K | Likes 1,366 | Lists 2

TEN Eyewitness News @channeltennews
The official Twitter page for TEN Eyewitness News, featuring top national stories, breaking news and good discussion. Retweets are not endorsements.

Tegan George @tegangeorge · 2m
Treasurer @Curtis_Pitt_MP answering questions at 600 strong @ceda_news State Budget Address. @tennewsqld #qldpol

Video: @SkyNewsAusl
@TurnbullMalcolm says the gov't policies are breaking down barriers to work and supporting job creation at a @ceda_news business address.

CEDA events have featured on the Twitter feeds of a number of news sites, including those pictured above: Ten News and Sky News Australia.



Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> **External affairs**

> International activity

Governance

Gender equality report

Financial report

Publications

CEDA produced and released 10 publications this year, which consisted of: one major report, three policy perspectives, two Top 10 publications, three information papers, and the annual Economic and Political Overview.

Publications released this year by CEDA were:

- Improving service sector productivity: the economic imperative – June 2017;
- Outbound investment – April 2017;
- Economic and Political Overview – February 2017;
- CEDA's Top 10 Speeches 2016 – December 2016;
- Information paper: Changes to superannuation – November 2016;
- Migration: the economic debate – November 2016;
- Information paper: Constitution reform: referendums in Australia – October 2016;
- CEDA's Top 10 Speeches disruption and innovation 2011–2016 – October 2016;
- Information paper: TPP Agreement explained – August 2016; and
- VET: securing skills for growth – August 2016.

Research released across 2016–17.





external affairs

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

Social media

CEDA's social media channels grew steadily in 2016–17, reaching a combined audience of close to 16,000.

Social media statistics 2016–17 financial year

- Twitter: 9156 (last year, 7288) – 20 per cent increase;
- LinkedIn: 5113 (last year, 4178) – 18 per cent increase;
- Facebook: 1116 (last year, 870) – 22 per cent increase;
- LinkedIn Copland Program Alumni group: 232 (last year, 174) 25 per cent increase;
- LinkedIn Showcase page: Upcoming CEDA events: 176 (last year, 80) 55 per cent increase; and
- Instagram: 122 (this time last year, 64) 48 per cent increase.

Twitter specifics

Retweets: 2396

Likes: 2823

Direct mentions (@ceda_news): 4831

Organic reach: 2,057,901

Mark McGowan
@MarkMcGowanMP · Dec 8

This morning, I spoke about delivering real outcomes for every Western Australian. Read the @ceda_news speech markmcgowan.com.au/CEDASpeech #wapol pic.twitter.com/4kHGEmLIRz



3 retweets 14 replies 17 likes

NAB
@NAB · Feb 23

NAB Chairman Ken Henry calls on Australia's political leaders to pursue tax reform for a stronger economy [@ceda_news nab.co/2m9Hmcw](https://www.ceda.com.au/news/nab-co/2m9Hmcw) pic.twitter.com/008yKJWMnx



1 retweet 17 replies 13 likes

Treasury & Finance @TreasuryVic · Jun 1

View last night's CEDA #SON2017 panel discussion with Vic. Treasurer @timpallas and SA Treasurer @TKoutsantonisMP ceda.com.au



3 retweets 3 replies 3 likes

CEDA social media mentions from high profile speakers and organisations.



Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

CEDA on the small screen

CEDA continued its video content strategy in 2016–17, filming state events and livestreaming key events during the year.

Filmed CEDA events in 2016–17

NSW: six

Queensland: 11

SA: seven

WA: seven

Victoria/Tasmania: 10

National: three

Livestream and YouTube

The CEDA live stream featured eight events this year including the *Major economic address by Prime Minister Malcolm Turnbull* and the *2017 Economic and Political Overview* launch. The most watched live streams were the two State of the Nation conferences, which together attracted over 3300 viewers.

Active use of the CEDA YouTube channel continued this year with a number of livestream events and video recordings available to complement CEDA's social media platforms. This year 191 videos from CEDA events were uploaded and had more than 33,400 views. The total views across CEDA's Youtube channel for the financial year was 78,974.

The CEDA YouTube channel also featured five videos from interviews, which had more than 380 views.



Top and bottom left: Queensland Premier, the Hon. Annastacia Palaszczuk and Prime Minister, the Hon. Malcolm Turnbull promote CEDA content across their social media channels.

Below: Australian Human Rights Commission Race Discrimination Commissioner, Dr Tim Soutphommasane.





Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

CEDA website

The CEDA website continued to grow its audience over 2016–17, with the events section of the website receiving the most traffic. The research section of the website similarly drew a wide audience, with combined publications receiving almost 86,000 views.

Web statistics: 2016–17 (v 2015–16)

- Visitors 330,321 (246,282);
- Unique visitors 207,413 (168,698);
- Page views 826,247 (593,840);
- New visitors 203,141 (163,601); and
- Returning visitors 117,180 (82,681).

Traffic to the CEDA website from social media increased by 36 per cent with Twitter being the significant driver, followed by LinkedIn and Facebook.

CEDA Blog

In the last financial year the CEDA blog attracted more than 4900 page views with 35 new blog posts published. Topics covered on the CEDA blog included: the US election, Brexit, the Finkel Review, protectionism and trade, tax cuts for small and large business, and migration.



Australia Trends · Change

#Origin
Rugby league's greatest rivalry ignites with QLD vs NSW in Origin 1!
Promoted by Sportsbet.com.au

#sunrise17

#WOBISydney

Duncan Lewis
ASIO boss says refugees are not the source of terrorism

#SON2017
@PaulaROgers is Tweeting about this

#SDLive
16.4K Tweets

Baghdad
A 12-year-old Melbourne schoolgirl has reportedly been killed in a Baghdad bombing

Left: CEDA social media mentions from high profile speakers and organisations.

Above: During State of the Nation 2017 the hashtag #SON2017 was trending across Australia.



Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> [External affairs](#)

> International activity

Governance

Gender equality report

Financial report

Advertising

CEDA continued to advertise select state events in WA, SA and Queensland, with advertisements run in media outlets including *The Chronicle*, *WA Business News* and *InDaily*. This year the *Australian Financial Review* was included in the State of the Nation campaign. Brand advertising for membership, events and CEDA's research remained a key focus for the suite of digital advertising.

Advertising strategies were developed and implemented across WA, SA and Victoria, these covered advertising in mainstream and trade outlets, digital options and Google Adwords.

Google Adwords has been used throughout 2016–17 and has proved an effective tool in driving visitors to CEDA's website. Campaigns have been run for State of the Nation 2016 and 2017, the Economic and Political Overview 2017 and the Queensland Economic Development Forum.



REVIEW OF OPERATIONS

international activity

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> **International activity**

Governance

Gender equality report

Financial report

CEDA is a member of an international network of independent, public policy organisations that share knowledge and research.

CEDA's reach goes beyond Australia. CEDA is a member of an international network of counterpart organisations. CEDA uses these international affiliations to inform our agenda and also provide international perspectives and knowledge to our members.

Member organisations of the international network of counterpart organisations include:

China	China Institute for Reform and Development
Finland	Finnish Business and Policy Forum (EVA)
France	Institut de L'Entreprise
Germany	Centre for Economic Studies – IFO Institute
Japan	Keizai Doyukai
Latin America	Consejo Empresario de América Latina
Portugal	Forum de Administradores de Empresas
South Africa	National Business Initiative
Spain	Círculo de Empresarios
The Netherlands	SMO Society and Enterprise Foundation
United States	Committee for Economic Development

World Competitiveness Yearbook 2017

CEDA is also the Australian partner for the Switzerland-based IMD World Competitiveness Center's annual World Competitiveness Yearbook, with CEDA's membership base contributing to the survey. Released annually in May, it ranks and assesses 63 countries based on more than 300 business competitiveness criteria, and is the world's most renowned and comprehensive annual report on the competitiveness of nations.

The 2017 World Competitiveness Yearbook showed Australia has dropped out of the top 20 most competitive nations, falling to 21. However, it has fared better in a special digital competitiveness ranking coming in at 15. Key areas where we recorded poor economic performance included trade to GDP ratio, and direct investment flows abroad (57). Conversely one of Australia's economic strengths was the level of investment flows inward (11). Overall, Hong Kong again ranked first followed by Switzerland and Singapore. The US dropped out of the top three to fourth, and New Zealand retained 16th place.



Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

CEDA is not restricted by vested interests or political persuasion. Our agenda is overseen by a 'Who's who' of Australia's leaders from business, politics and academia whose focus is on driving debate and critical analysis of the most important topics of the day.

At the helm is CEDA Chief Executive, Melinda Cilento and National Chairman, Paul McClintock AO.

Board of Governors

Elizabeth Bryan AM	Professor the Hon. Stephen Martin*
Laureate Professor Adrienne Clarke AC	John Massey
Ivan Deveson AO	Paul McClintock AO
Professor Julian Disney AO	Dr Stuart McGill
Laureate Professor Peter Doherty AC	Andrew Mohl
Peter Duncan AO	Terry Moran AC
The Hon. Martin Ferguson AM	David Mortimer AO
Professor Margaret Gardner AO	Warren Mundine AO
The Hon. Julia Gillard AC	Dr Kerry Schott AO
The Hon. Nick Greiner AC	Dr John Schubert AO
Professor Sandra Harding	Dr Ziggy Switkowski AO
Dr Allan Hawke AC	Richard Warburton AO LVO
The Hon. Robert Hawke AC	Peter Wills AC
Dr Ken Henry AC	
The Hon. John Howard OM AC	
Graham Kraehe AO	
John Langoulant AO	
Catherine Livingstone AO	

*Denotes people who retired from a position during the financial year.

**Denotes people who took up a position during the financial year.



Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

Board of Directors

Paul McClintock AO

National Chairman, CEDA; Chairman, NSW Ports

Angus Armour

Principal Advisor, Business Council of Australia

Dr John Edwards

Visiting Fellow, Lowy Institute; Adjunct Professor, Curtin University

Patricia Faulkner AO

Deputy Chair, St Vincent's Health Australia

John Langoulant AO

Chairman, Dampier to Bunbury Natural Gas Pipeline

Professor Rodney Maddock

Professor, Monash Business School, Monash University;
Vice Chancellor's Fellow, Victoria University

Professor the Hon. Stephen Martin*

Former Chief Executive, CEDA

Miriam Silva

Director, TAFE South Australia

Dr Catherine Sinclair

Director, The Consultancy Bureau

Diane Smith-Gander

Director, AGL and Wesfarmers

Stephen Spargo AM

Director, Stanbury Consultants

Andrew Stevens

Chair, Advanced Manufacturing Growth Centre and
Independent Non-Executive Director, MYOB Group

Dr Ian J Watt AC

Chairman, BAE Systems Australia

*Denotes people who retired from a position during the financial year.

**Denotes people who took up a position during the financial year.



Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

CEDA Council on Economic Policy

Professor Rodney Maddock

Professor, Monash Business School, Monash University;
Vice Chancellor's Fellow, Victoria University

Professor Percy Allan AM

Principal, Percy Allan and Associates

Peter Crone

Chief Economist, Coles Group

Mark Cully

Chief Economist, Federal Department of Industry and Science

Sarah-Jane Derby*

Former Senior Economist, CEDA

Professor Mardi Dungey

Professor of Economics and Finance,
School of Economics and Finance, University of Tasmania

Dr John Edwards

Visiting Fellow, Lowy Institute;
Adjunct Professor, Curtin University

The Hon. Dr Craig Emerson

Craig Emerson Economics

Dr Vince FitzGerald AO

Director, ACIL Allen Consulting

Professor John Freebairn

University of Melbourne

Dr David Gruen

Deputy Secretary, Economic and Strategy,
Department of Prime Minister and Cabinet

Tim Harcourt

The Airport Economist, University of New South Wales

Professor Ian Harper

Consultant, Deloitte Access Economics; Board Member,
Reserve Bank of Australia

Dr Alexandra Heath

Head of Economic Analysis, Reserve Bank of Australia

Professor Paul Johnson

Warden of Forrest Hall, Forrest Research Foundation

*Denotes people who retired from a position during the financial year.

**Denotes people who took up a position during the financial year.



governance

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

Professor Stephen King

Commissioner, Productivity Commission and Adjunct Professor, Monash University

Professor Paul Kofman

Dean and Sidney Myer Chair of Commerce, Faculty of Business and Economics, The University of Melbourne

Professor the Hon. Stephen Martin*

Former Chief Executive, CEDA

Professor Warwick McKibbin AO

Vice-Chancellor's Chair in Public Policy and Director, CAMA, Crawford School of Public Policy, Australian National University

Su-Lin Ong

Managing Director, Head of AU/NZ Economics & Fixed Income Strategy, RBC Capital Markets, Royal Bank of Canada

Professor Graeme Samuel AC

Former Chairman of the ACCC and Vice-Chancellor's Professorial Fellow, Faculty of Business and Economics, Monash University

Professor Paul Simshauser

Director General, Queensland Department of Energy and Water Supply

Professor Greg Smith

Chairman of the Commonwealth Grants Commission; Senior Fellow at the Melbourne Law School

Nathan Taylor*

Former Chief Economist, CEDA

Professor Susan Thorp

Professor of Finance, University of Sydney Business School

Professor Beth Webster

Director, Faculty of Business and Law, Centre for Transformative Innovation, Swinburne University of Technology

Professor Ken Wiltshire AO**

JD Story Professor of Public Administration, University of Queensland Business School

Professor Glenn Withers AO

Professor of Economics, Crawford School of Public Policy, Australian National University

*Denotes people who retired from a position during the financial year.

**Denotes people who took up a position during the financial year.



Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

Audit and Risk Committee

Andrew Stevens (Chair)

Chair, Advanced Manufacturing Growth Centre and Independent Non-Executive Director, MYOB Group

Professor the Hon. Stephen Martin*

Former Chief Executive, CEDA

Dr Catherine Sinclair

Director, The Consultancy Bureau

Penny Stragalinos

Partner, KPMG

Nominations Remuneration and Governance Committee

Patricia Faulkner AO (Chair)

Deputy Chair, St Vincent's Health Australia

Paul McClintock AO

National Chairman, CEDA; Chairman, NSW Ports

Professor the Hon. Stephen Martin*

Former Chief Executive, CEDA

Miriam Silva

Director, TAFE South Australia

Stephen Spargo AM

Director, Stanbury Consultants

Research and Policy Committee

Professor Rodney Maddock (Chair)

Adjunct Professor of Economics, Monash University; Vice Chancellor's Fellow, Victoria University

Angus Armour

Principal Advisor, Business Council of Australia

Dr John Edwards

Visiting Fellow, Lowy Institute; Adjunct Professor, Curtin University

John Langoulant AO

Chairman, Dampier to Bunbury Natural Gas Pipeline

Professor the Hon. Stephen Martin*

Former Chief Executive, CEDA

*Denotes people who retired from a position during the financial year.

**Denotes people who took up a position during the financial year.



Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

CEDA Patrons

MA (Tim) Besley AC

The Hon. Sir Eric Neal AC

Dr Maurice Newman AC

Sir Arvi Parbo AC

New South Wales and Australian Capital Territory State Advisory Council

Angus Armour (President)

Principal Advisor, Business Council of Australia

Martin Blake

NSW Chairman, KPMG

Catherine Fitzpatrick

General Manager, Group Customer Relations, Commonwealth Bank

Leilani Frew

Head of Commissioning and Contestability, NSW Treasury

Brad Kitschke*

Former Director of Public Policy (Oceania), UBER

Kerrie Kelly

Director, Westmead Medical Research Foundation

Megan Motto

CEO, Consult Australia

Stephen Walters

Chief Economist, Advocacy, Australian Institute of Company Directors

Professor Michael Wesley (CEDA ACT Honorary President)

Dean of the College of Asia and the Pacific, The Australian National University

Luke Woodward

Partner, Gilbert + Tobin

Helen Zimmerman

Chief Corporate Affairs Officer, Navitas

*Denotes people who retired from a position during the financial year.

**Denotes people who took up a position during the financial year.



Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

Queensland State Advisory Council

Dr Catherine Sinclair (President)
Director, The Consultancy Bureau

Julieanne Alroe
CEO and Managing Director, Brisbane Airport Corporation

David Edwards
Projects Chief Executive, Queensland Department of State Development

Damien Frawley
Chief Executive, QIC

Professor Paul J. Gollan*
Professor of Management and Director and Head of Australian Institute of Business and Economics, University of Queensland

Professor Debra Henly
Deputy Vice Chancellor (Academic), Griffith University

Jacqueline Kelly
Chief Executive Officer, Lutheran Community Care

Brett Lightfoot
State Director, Queensland and Northern Territory, Microsoft

Greg Martin
Non-Executive Director, Port of Brisbane

Geoff Rodgers*
Chairman, Rowland

Christine Traquair
Chief Risk Officer, Suncorp Bank

South Australian and Northern Territory State Advisory Council

Miriam Silva (President)
Director, TAFE South Australia

Bradley Abraham**
Chief Executive Officer, Royal Institution of Australia

Dr Lynn Arnold AO
Director, Ahava Energy

Jane Danvers**
Principal, Wilderness School

Chris Doudle
Managing Director, Corporate Conversation

*Denotes people who retired from a position during the financial year.

**Denotes people who took up a position during the financial year.



governance

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

Penny Gale

General Manager Engagement and Innovation,
Royal Automobile Association of South Australia

Nigel McBride

CEO, Business SA

Nick Reade

Chief Executive, BankSA

Dr Don Russell

Chief Executive, SA Department of the Premier and Cabinet

Chris Stathy OAM**

Managing Director, Hazelwood Industry Solutions

Denys Stedman (NT representative)

Partner in Charge, Private Enterprise, KPMG, Darwin

Con Tragakis

Chairman of Partners SA, SA Leader, Property & Infrastructure, KPMG

Dr Niki Vincent

Commissioner for Equal Opportunity,
South Australian Equal Opportunity Commission

Professor Marie Wilson**

Pro Vice Chancellor (Business and Law) University of South Australia
Business School, University of South Australia

Victorian and Tasmanian State Advisory Council

Stephen Spargo AM (President)

Director, Stanbury Consultants

Dr Tim Duncan

Director, Hinton & Associates

Neil Gibbs

Founder and Managing Principal, Marchmont Hill Consulting

Adrian Kloeden

Chairman Asia Pacific Advisory Council, Serco Australia

Anton Leschen

General Manager, Victoria, The Smith Family

David Loutit

Managing Director, Blueprint for Growth

Dr Deborah Peterson

Member, Victoria University Council

Dr Hannah Piterman

Director, Hannah Piterman Consulting (HPCG)

*Denotes people who retired from a position during the financial year.

**Denotes people who took up a position during the financial year.



governance

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

Greg Turnidge

Director and CEO, Close the Loop

Brad Vann

Director of Innovation, Clayton Utz

Western Australian State Advisory Council

John Langoulant AO (President)

Chairman, Dampier to Bunbury Natural Gas Pipeline

Andrew Annand*

Partner, Deloitte

Maree Arnason

Non-Executive Director, MZI Resources; Co-Founder/Director, Energy Access Services; and Non-Executive Director, Juniper

Sue Ash AO*

Chief Executive Officer, UnitingCare West

Rob Delane

Special Adviser Agribusiness Expansion, WA Department of State Development

Peter Fairclough

General Manager, Policy, Government and Public Affairs, Chevron

Michael Gollschewski

Managing Director, Pilbara Mine Operations, Rio Tinto Iron Ore

David Harrison**

Director, Government and Corporate Communications, University of Western Australia

Julius Matthys*

Vice President External Affairs, BHP Billiton

Rick Newnham

Chief Economist, Chamber of Commerce and Industry WA

Val Raubenheimer

Vice President, Corporate Relations and Development, Curtin University

Vanessa Torres**

Vice President Operational Infrastructure, BHP Billiton

Deidre Willmott*

Chief Executive, Chamber of Commerce and Industry WA

Wayne Zekulich

Head of Perth Office, Deutsche Bank

*Denotes people who retired from a position during the financial year.

**Denotes people who took up a position during the financial year.



gender equality report

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

Equal opportunity is a priority value for CEDA, reflected in all activities and in the workplace. CEDA uses indicators to measure its annual progress in relation to gender equality. In 2016–17 CEDA improved female participation overall by five per cent.

Workplace profile (2016–17)

Occupational category	Female	Male	Total	Per cent female	Per cent female 2015–16
Board of Directors	4	8	12	33	31
Executive level	0	1	1	0	0
Senior management	5	3	8	63	63
Line management	1	2	3	33	0
Professional/Technical	24	11	35	69	69
Administrative	1	0	1	100	100
Event speakers	243	436	679	36	30
Contributing authors	20	23	43	47	41
TOTAL	298	483	781	38	33



financial report

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

Gender equality report

Financial report

Overview

The past 12 months have seen continuous strong growth for CEDA, reflecting CEDA's research contribution and our ability to open lines of discourse on the important economic and social issues confronting Australia.

An operating surplus of \$2.54 million for the year reflects how well we are achieving these objectives. It also records a new high water mark for the organisation from an efficiency perspective.

Statement of profit or loss and comprehensive income

Total revenue of \$12.93 million for the year represents an increase of \$1.08 million, an increase of 9.1 per cent over the previous year. Significant increases across most revenue lines was evident throughout the year with particularly strong growth in conference and sponsorship activities.

Statement of financial position

Total equity increased to \$7.60 million as a result of the strong surplus for the year.

Total assets increased by \$2.58 million to \$13.0 million.

Statement of cash flows

The balance of cash held at the year-end was \$4.67 million – a decrease of \$4.44 million due to a transfer of \$7.0 million to a newly established long-term portfolio invested with a view to ensuring a sustainable business model to deal with growing the capital funds for unforeseen events, opportunistic acquisitions, projects of strategic importance and producing income over time.



financial report

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

Governance

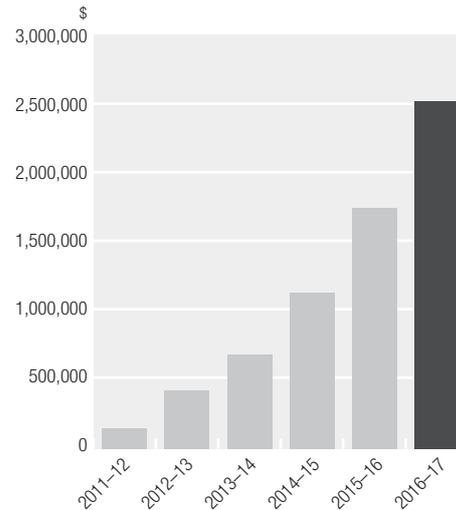
Gender equality report

Financial report

Charts and commentary

Operating results

Year	Operating surplus/ (deficit)
	\$
2011-12	148,091
2012-13	424,045
2013-14	686,126
2014-15	1,142,305
2015-16	1,761,102
2016-17	2,537,845

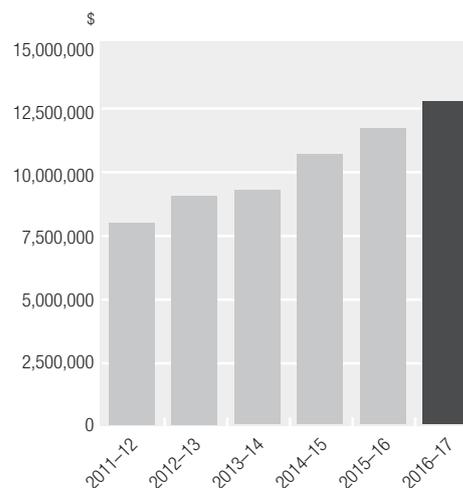


Operating surplus recorded

An operating surplus of \$2.54 million was achieved for the year. The result was achieved on the back of particularly strong attendance and sponsorship of conference events. CEDA continues to be held in good favour by the Australian business community.

Total revenue

Year	Revenue
	\$
2011-12	8,081,729
2012-13	9,157,731
2013-14	9,381,128
2014-15	10,816,906
2015-16	11,852,717
2016-17	12,930,193



Revenue growth continues

Total revenue, inclusive of finance income, increased by \$1.08 million or 9.1 per cent over the previous year. Conference and membership revenue grew over the year, as did sponsorship income.



financial report

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

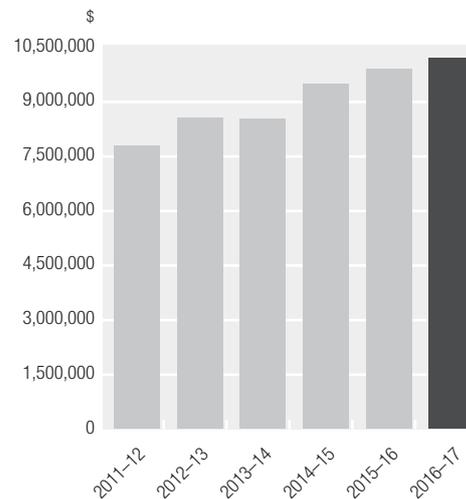
Governance

Gender equality report

Financial report

Total expenditure

Year	Expenditure
	\$
2011-12	7,933,638
2012-13	8,733,687
2013-14	8,695,002
2014-15	9,674,601
2015-16	10,091,615
2016-17	10,392,348

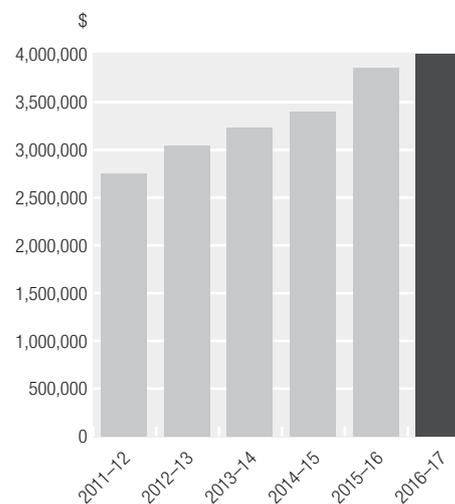


Servicing members and the wider community

Expenditure increased by 3.0 per cent over the previous year. This is directly related to increased conference activity.

Membership subscriptions

Year	Subscriptions
	\$
2011-12	2,785,768
2012-13	3,083,660
2013-14	3,267,076
2014-15	3,444,791
2015-16	3,905,456
2016-17	4,056,555



Member engagement

Membership subscriptions have grown year on year for the past six years reflecting CEDA's strong community engagement and validating the path that CEDA is treading with its topical research and discussion programs.



financial report

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

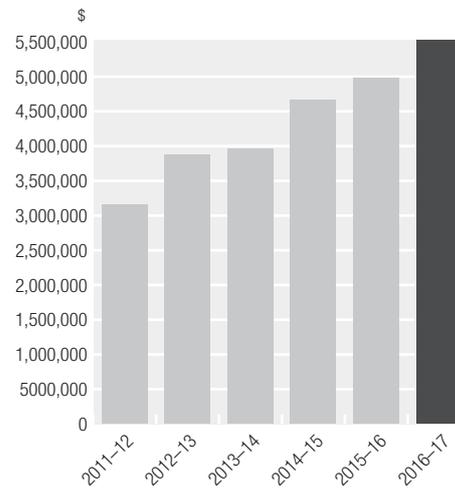
Governance

Gender equality report

Financial report

Conference registrations

Year	Registrations
	\$
2011-12	3,180,179
2012-13	3,900,182
2013-14	3,988,378
2014-15	4,697,291
2015-16	5,018,741
2016-17	5,569,300

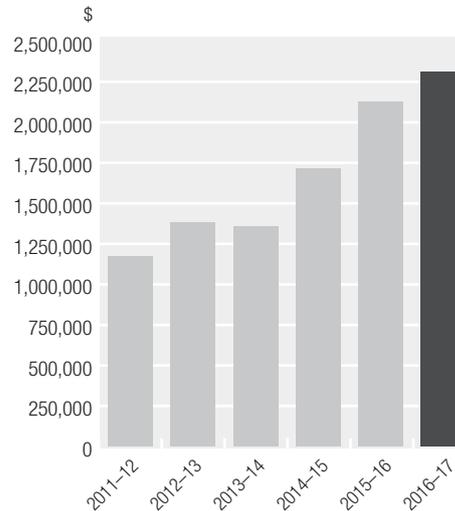


High-quality events program

CEDA's wide-ranging and high-quality events program resulted in yet another successful year with revenues reaching new highs with the bulk of the growth attributable to the convening of two State of the Nation events during the year.

Sponsorship income (conferences)

Year	Sponsorship Income
	\$
2011-12	1,172,152
2012-13	1,382,535
2013-14	1,358,733
2014-15	1,713,315
2015-16	2,123,347
2016-17	2,309,802



Sponsorship support

The high calibre of CEDA's conference and event program, as well as CEDA's high standing and credence in the business community, continues to attract strong sponsorship support with revenue growth of 8.8 per cent in sponsorship income.



financial report

Chairman's report

Chief executive's report

About CEDA

Review of operations

> Membership

> Research

> Events

> External affairs

> International activity

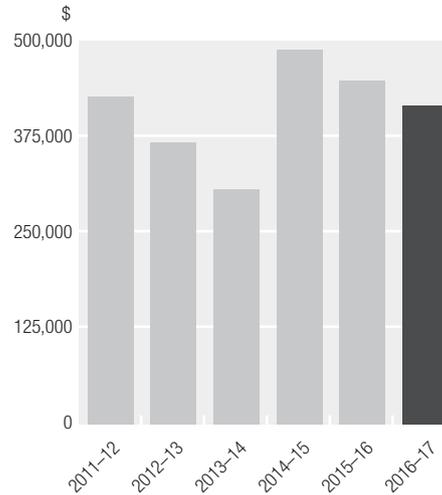
Governance

Gender equality report

Financial report

Research income (contributions and sponsorship)

Year	Research Income
	\$
2011-12	437,480
2012-13	376,019
2013-14	313,106
2014-15	500,063
2015-16	458,772
2016-17	425,674

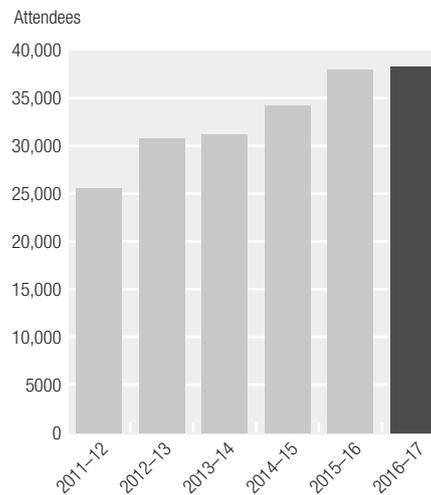


Research support

Research income is down 7.2 per cent on the prior year. Purposefully, direct sponsorship of major research pieces is not actively sought, with research income largely limited to the optional research contribution included with membership renewal, which continues to be well supported.

Total attendance (at all functions and events)

Year	Attendance
	Number
2011-12	26,153
2012-13	31,494
2013-14	31,861
2014-15	34,957
2015-16	38,884
2016-17	39,176



Small growth in attendance

Attendance at CEDA events continued to grow over the year, increasing by 0.8 per cent over the previous year.

A copy of the Company's 30 June 2017 Annual Financial Report, including the independent audit report, is available via the company's website (www.ceda.com.au) or can be sent to members upon request, free of charge.

National

Level 13, 440 Collins Street
Melbourne VIC 3000
GPO Box 2117
Melbourne VIC 3001
Telephone 03 9662 3544
Email info@ceda.com.au

South Australia and the Northern Territory

Level 5,
2 Ebenezer Place
Adelaide, SA 5000
Telephone 08 8211 7222
Email info@ceda.com.au

New South Wales and the ACT

Level 14
The John Hunter Building
9 Hunter Street
Sydney NSW 2000
GPO Box 2100
Sydney NSW 2001
Telephone 02 9299 7022
Email info@ceda.com.au

Victoria and Tasmania

Level 13, 440 Collins Street
Melbourne VIC 3000
GPO Box 2117
Melbourne VIC 3001
Telephone 03 9662 3544
Email info@ceda.com.au

Queensland

Level 17, 300 Adelaide Street
Brisbane QLD 4000
GPO Box 2900
Brisbane QLD 4001
Telephone 07 3229 9955
Email info@ceda.com.au

Western Australia

Level 5
105 St Georges Terrace
Perth WA 6000
PO Box 5631, St Georges Tce
Perth WA 6831
Telephone 08 9226 4799
Email info@ceda.com.au



ceda.com.au