

ceda annual report

2015-16



CEDA – the Committee for Economic Development of Australia
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About this publication

CEDA Annual Report 2015–16

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Page 1: Speaking at CEDA events (clockwise from top right):

Australian Human Rights Commission Sex Discrimination Commissioner,
Elizabeth Broderick* (September 2015)

CEDA Chief Executive Officer, Professor the Hon. Stephen Martin and Former
Australian Prime Minister, the Hon. John Howard OM AC (November 2015)

The ABC's Fran Kelly, the Hon. Christopher Pyne, and Senator the Hon. Penny Wong
(June 2016)

Virgin Australian Chief Commercial Officer, Judith Crompton (May 2016)

NAB Chief Executive, Andrew Thorburn (March 2016)

CEDA Chairman, Paul McClintock AO (March 2016)

* *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 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.



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As my first full financial year as CEDA Chairman has drawn to a close, compiling this Annual Report has given me the opportunity to reflect on the many successes of 2015–16. I have looked back on a year where our organisation has achieved an outstanding result in terms of reach, influence and financial strength.

It has been a politically turbulent year internationally, notably with Brexit and the lead-up to the US Election. We have also seen change at home, with the Federal Election held on 2 July 2016; while we have seen the return of the Coalition Government, we have upper and lower houses with a very different composition to that of the previous term. CEDA has followed these global and local events, and has been at the forefront of discussion on how international and domestic events have, and will continue to, affect Australia's economy.

CEDA exists to champion the economic development of our nation, believing that such development, if done with proper regard to equity and sustainability, will greatly benefit Australians. CEDA has a long-history of leading debate on economic development, and the 2015–16 financial year has been no exception. Through presenting well-researched options for change, encouraging the debate around those options, and hosting events in every capital city, CEDA has been a part of some of the most significant discussions shaping Australia's economic agenda.

2015–16 highlights

The year's major research and policy focus has been on balancing the Federal Budget, which has been driven by concern at CEDA Board level around the persistence of the Federal Budget deficit. In March 2016, the first of a two-part series addressing this concern was released, titled *Deficit to balance: budget repair options*.

I had the great pleasure of launching this publication with a National Press Club Address in Canberra. This report was a unique CEDA offering. A 12-member high-level expert Balanced Budget Commission was convened to guide and oversee this report drawing together a group with significant experience working on economic policy, including senior former public servants and experts from the private sector and academia.

The report provided a suite of options for balancing the Federal Budget both on the revenue and expenditure side to show that balancing the Budget was achievable by 2018–19.

The second part of the series, *Australia's economic future: an agenda for growth*, was released in June. CEDA posed a series of recommendations in these reports, which the organisation will keep promoting; there will also be a follow-up to these reports in the *2017 Economic and Political Overview*.



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Another personal highlight for me this year was hosting former prime minister the Hon. John Howard OM AC at the CEDA Annual Dinner in November in Sydney, where he provided a sage perspective on the political and economic environment in Australia.

Governance matters

I was pleased to welcome two new CEDA Governors in 2015–16 – Elizabeth Bryan AM and the Hon. Julia Gillard. They each bring to CEDA their unparalleled experience in government and business and we are thrilled that they have made this commitment to CEDA. I would like to thank outgoing Governors Martin Albrecht AC and Elaine Henry OAM who both retired from their positions during the year after each dedicating many years to supporting CEDA.

I would also like to thank outgoing board members, Dr Sally Pitkin and Ian Stirling, for their contribution to guiding CEDA to its strongest position to date and warmly welcome three new board members who have taken up positions during the year, Miriam Silva, Diane Smith-Gander and Dr Ian Watt AC, who each bring tremendous experience to the CEDA Board.

The quality of these appointments confirms that we are operating at the highest standards and ensures the continued strength of CEDA's overarching governance.

Conclusion

It will undoubtedly be an interesting and varied year ahead, with the aftermath of the Federal Election still unfolding, and further change to come internationally. As these transmutations take place, CEDA remains committed to providing Australia with rigorous debate, discussion and critical analysis on the best policies for Australia's economic and social development.

I would again like to thank CEDA CEO Professor the Hon. Stephen Martin and his team for their dedication and enthusiasm, as well as the Board, Governors, State Advisory Councils, the CCEP, and our CEDA members and Trustees for their continued loyalty.

Paul McClintock AO
Chairman
CEDA



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I am pleased to present CEDA's annual report for 2015–16. This year's record-high operating surplus of \$1.76 million directly reflects how well CEDA is achieving its objectives in opening lines of discourse on the important economic and social issues facing Australia.

To-date, this is CEDA's best financial result in its 56-year history. Our three core areas of membership, events and research have combined to produce this year's strong results with particular growth in conference sponsorship revenue and membership subscriptions.

This has undoubtedly once again been a team effort, achieved through the enthusiasm, creativity and hard work of the state and national teams. Through their efforts, CEDA has continued to attract senior advocates to speak at our events, increase member attendances, and grow media interest in our output.

Finance

An operating surplus of \$1.76 million was achieved for the year, which has increased total equity to a total of \$5.06 million, with assets now totalling \$10.42 million.

Cash flow management has also been exceptional. CEDA's record cash holdings now total \$9.11 million, which strengthens our resilience and capacity to weather any future market changes.

Membership

CEDA membership has continued to grow year-on-year, with the financial year ending with 750 members. This is the seventh continuous year of membership revenue growth, increasing by \$460,665 to more than \$3.9 million.

Events and forums

CEDA's diverse events program proved once again to be hitting the mark, with event attendance this year the organisation's highest yet. In 2015–16, CEDA events attracted a total of 38,884 attendees, a 10 per cent increase on the previous year.

Additionally, it has been another exceptional year for event revenue. In 2015–16, event sponsorship income grew by 24 per cent. In terms of conference registrations, CEDA's high-quality events program resulted in registration revenue breaching the \$5 million level for the first time.

Research and policy

CEDA once again delivered a high quality and varied research schedule this year, producing two policy perspectives and two major research reports.

While research income is down 8.3 per cent on the previous financial year, it is up 16 per cent on the three-year average from 2012–13 to 2014–15.



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Communications and media

CEDA had more than 1400 media mentions during the financial year, 300 more than the previous year. This is despite not having State of the Nation, which usually generates considerable media mentions.

CEDA's social media channels continued to grow in 2015–2016, with the addition of Instagram to CEDA's existing presence on Twitter, LinkedIn, YouTube and Facebook. A Digital hub within the CEDA website was launched in March, which houses CEDA livestreams, blogs, polls and surveys, an image library, video archive, podcasts from events and social media feeds. Steady visitor numbers to this section have contributed to this year's overall increase in visitors to the CEDA website.

The CEDA blog audience continued to expand in 2015–16 attracting more than 5500 page views and articles by 20 different authors.

CEDA's new YouTube channel, which began late in the 2013–14 financial year, now complements CEDA's other social media platforms. This year 127 videos from CEDA events were uploaded and had more than 20,500 views.

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's Council on Economic Policy (CCEP) members. It is through the input of members of CEDA's boards and councils that CEDA keeps its finger on the pulse of Australia's economic and political landscape.

I also acknowledge and thank the whole CEDA team whose outstanding work and dedication has contributed to the year's exceptional results.

I would also like to acknowledge and congratulate CEDA Chairman, Paul McClintock AO on his first full financial year at CEDA. Paul has brought great wisdom to the role and has already made a valuable contribution to CEDA, and I look forward to working together for another year.

Finally, I sincerely thank CEDA's members for their continued strong support and loyalty.

Professor the Hon. Stephen Martin
Chief Executive
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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 boardroom Trustee briefings on key issues. Nationally, 38,884 people attended CEDA events in 2015–16.

Membership

CEDA's membership comprises 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 most 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.



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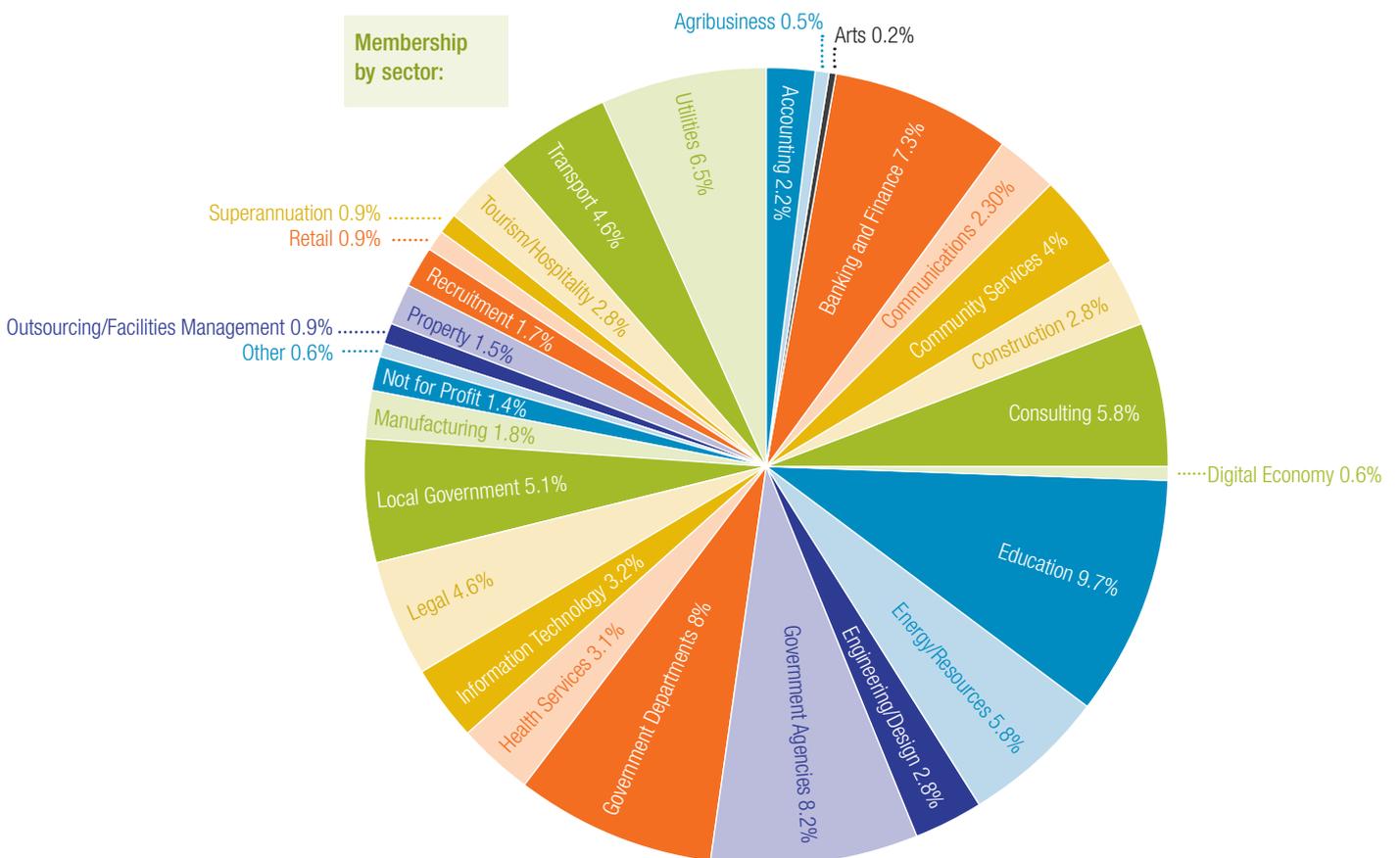
Membership is a major pillar within CEDA's strategic outcomes. CEDA goes from strength to strength as a leading membership association particularly because of its membership diversity and depth.

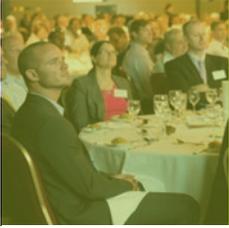
Members value CEDA's thought leadership position in the market. Its fierce commitment to facilitating good bipartisan public policy dialogue contributed to this year's overall membership growth.

A three-year membership operational plan culminating in 2015 delivered on all key areas including growth, retention and the rollout of further engagement strategies. The 2015–16 financial year resulted in net overall growth in CEDA memberships, now comprising 750 leading Australian businesses, government, academic and not-for-profit organisations. CEDA continues to expand its membership diversity with the addition of members from the digital economy, finance sector, engineering and construction, to name a few.

CEDA will maintain a concerted membership focus in 2016–17.

Members	2014–15	2015–16
National	66	76
State	532	573
Individual	61	58
Honorary	41	43
TOTAL	700	750





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CEDA is pleased to welcome the following new national members in 2015–16:

Australian Institute of Professional Education	GHD	PPB Advisory
AustralianSuper	Google	SEEK
Bupa	Keolis Downer	South32
Empired	KinCare	UniSuper
Fragomen	McConnell Dowell	Woods Bagot
	National Australia Bank	

CEDA national members at 30 June 2016*:

ABB Australia	Clayton Utz	Nous Group
ACIL Allen Consulting	Commonwealth Bank of Australia	Philips Electronics
Advisian	CPB Contractors	PwC Australia
AECOM	CSC	Reserve Bank of Australia
AEMO	CSIRO	Rio Tinto
Allens	Deloitte	RSM
ANZ Banking Group	EY	Santos
APA Group	G4S Australia and New Zealand	Serco
Arup	HASSELL	Shell Australia
Asciano	Herbert Smith Freehills	Siemens
Ashurst	HESTA	Stellar Asia Pacific
Austrade	IBM	Stockland
Australia Post	Jacobs	Telstra
Australian Catholic University	KPMG	The University of Queensland
Australian Rail Track Corporation	Lendlease	Transdev
Bankwest	McKinsey & Company	Transurban
Beca	Microsoft	TRILITY
Broadspectrum	Minerals Council of Australia	Uber
Cardno	Mitsubishi Australia	Westpac
Chartered Accountants Australia and New Zealand	Navitas	WSP Parsons Brinckerhoff

*Not including new members

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CEDA research advances public debate on the issues underpinning Australia's long-term economic and social development. In 2015–16, more than 300 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.

CCEP meetings in 2015 explored slowing global economic growth and the challenge of lifting productivity, and the 2016 meeting discussed the reform agenda CEDA would put forward in *Australia's economic future: an agenda for growth*.

Topic: Slowing economic growth: the challenge of lifting productivity (July 2015)

As the Australian economy adjusts to declining terms of trade and a significant reduction in mining investment, there are challenges in improving productivity in the rest of the economy. However, this challenge is exacerbated given the subdued level of economic growth across many developed and developing economies.

Presentation by:

- **Dr Philip Lowe, then Deputy Governor of the Reserve Bank of Australia**

This document discussed the improvements in productivity required for Australia to maintain its record of continuous economic growth. While business conditions seem to be in place for strong levels of investment, non-mining investment has remained subdued since the global financial crisis. In this regard, Australia's economic conditions are similar to many developed economies. The discussion focused on the international policy debate about the causes of lower economic growth across developed economies and their implications for the future rate of economic growth.

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In 2015–16, CEDA published the following reports:

Major research reports:

- *Deficit to balance: budget repair options* (March 2016); and
- *Australia's economic future: an agenda for growth* (June 2016).

Policy perspectives:

- *The super challenge of retirement income policy* (September 2015); and
- *Global networks: transforming how Australia does business* (November 2015).

Development work also began on the following publications for 2016–17:

- *VET: securing skills for growth*;
- *Migration: the economic debate*;
- *Outbound investment*; and
- *The productivity of services*.

Major research reports

CEDA's major research reports were released as a two-part series on economic repair, driven by concern by the CEDA Board around the persistence of the Federal Budget deficit, the need to repair Australia's economic structures and the need to embrace reform to ensure our future prosperity. Part I, *Deficit to balance: budget repair options*, was released in March 2016, followed by Part II, *Australia's economic future: an agenda for growth*, in June 2016.

March 2016: Deficit to balance: budget repair options

The report called for the Federal Budget to be returned to balance by 2018–19. The report argued that despite a quarter century of prosperity, the Australian Government is in the eighth continuous year of substantial fiscal deficit and that it is unlikely that promises of a return to surplus will be met. Allowing the deficit and therefore debt to grow would be unfair on the next generation, who will have to pay it back.

The report was overseen by a high-level Balanced Budget Commission, drawing together experts from the public sector, academia and the private sector. The Commissioners agreed on two core principles to guide the return to balance:

- The first principle was that the Budget should be balanced urgently, bearing in mind the requirement to also sustain economic growth. Balance by 2018–19 was selected as the target – or the end of the forward estimates.
- The second principle was to work within the revealed consensus evident in the policies of both the Coalition and the Labor Party when in office federally. In other words, a tax-to-GDP cap of 23.9 per cent was set as the target because it is the long-term average used by both parties.



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These principles were then applied to a broad range of expenditure and revenue measures, which were used to identify a range of illustrative packages that fall broadly within the perimeter of the Australian political debate. The proposed series of measures were chosen to be a palatable and realistic way to balance the budget in the short term.

Measures on the revenue side of the equation included higher indirect taxes, such as raising taxes on alcohol, luxury cars and tobacco, and reducing or removing taxation concessions, such as those available for superannuation and investment purposes.

The expenditure side included measures such as reducing the size of budgetary assistance to industry, improving public sector efficiency and some measures to reduce health-related costs.

June 2016: Australia's economic future: an agenda for growth

This report addressed that, in order for Australia to continue experiencing economic growth, the nation must become more innovative, more competitive, and better equipped and engaged with its workers. The growth agenda put forward in the report outlines major reforms that would position the nation to capitalise on the rapidly changing global economy.

This report was devised by the Economic Reform Expert Group, which consisted of individuals in the CCEP and the Economic Reform Expert Group. The group was chaired by the CEDA National Chairman.



Members of the CEDA Balanced Budget Commission. Left: Visiting Fellow at Lowy Institute, Dr John Edwards speaking at the Deficit to balance: budget repair options publication release event in Melbourne. Right: Allianz Australia Insurance Workers Compensation Chief General Manager, Helen Silver AO; Department of Prime Minister and Cabinet Former Secretary, Terry Moran AC; and Standard & Poor's Rating Services Head of Developed Markets Asia-Pacific (ex Japan) and Australian Country Head, Fabienne Michaux in a panel discussion at the publication's release.

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The growth agenda put forward by the Economic Reform Expert Group included:

- An innovation agenda that helps position Australia on the technological frontier;
- A National Productivity Policy to address unfinished reform and to remove inefficiencies from Australia's economy;
- An education strategy to improve the outcomes for all students and ensure that funds are spent well;
- A workforce plan to improve the economic engagement of all segments of society; and
- Sensibly trying to respond to and mitigate climate change.

The report's recommendations addressed the most pressing challenges facing Australia, and the most glaring deficiencies in the nation's economic structures. The report emphasised that without a substantial growth agenda, Australia will not capitalise on the opportunities available in the global economy and the loss of these opportunities will fall most pronouncedly on the most vulnerable in society.



Presenters at the NSW release of Australia's economic future: an agenda for growth on 24 June 2016 included NSW Treasury Head of Infrastructure Finance Executive Director, Leilani Frew; and former Leader of the Liberal Party of Australia and Australian School of Public Policy, Crawford School of Public Policy, Professor Dr John Hewson AM.



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September 2015: The super challenge of retirement income policy

As Australians continue to live longer, there are growing concerns about our ability to save enough to live comfortably in retirement.

The report called for housing to be recognised as an integral pillar of the retirement system, in particular, the role housing plays in poverty alleviation in retirement – people who do not own homes are more likely to be living in poverty in retirement, and this number is only set to grow due to the decline in housing affordability.

The report also examined the market failures and behavioural biases underlying the retirement savings system in Australia, and proposed making superannuation an after-tax payment or mortgage payments to be made pre-tax to address equity concerns around taxation incentives within the system.



Australian Productivity Commission Deputy Chair, Karen Chester speaks at the research release of The super challenge of retirement income policy publication in Victoria.

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November 2015: Global networks: transforming how Australia does business

The policy perspective looked at whether Australia's recently signed free trade agreements would benefit the country, and how much they could contribute to the nation's economic activity.

The policy perspective examined:

- Australia's role in the Asia-Pacific region and the broader world;
- The benefits of well-structured bilateral trade agreements and how to realise them;
- How Australia can encourage the free movement of ideas and people; and
- How technology can shorten the tyranny of distance and reduce market entry barriers.

The publication's release coincided with the introduction of legislation needed to implement the China-Australia Free Trade Agreement (ChAFTA) and the conclusion of Trans-Pacific Partnership negotiations.

Panel discussion at the research release of the Global networks: transforming how Australia does business publication. From left to right: Victoria University Vice-Chancellor, Professor Peter Dawkins; REA Group Chief Executive Officer, Tracey Fellows; Efic Managing Director and Chief Executive Officer, Andrew Hunter; and Commonwealth Bank Industrials, Food, Beverage and Agriculture Managing Director, Peter McGregor.



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November 2015: 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 2015, more than 1000 people completed the CEDA Big Issues survey over a two-week period from mid-November 2015.

Survey results clearly show that innovation was a key priority for the surveyed business community in 2015, with incentivising innovation becoming a top priority in three significant areas. Respondents ranked the following as the top five priorities for the Federal Government in 2016:

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

There was also overwhelming support in the business community for returning the Federal Budget to surplus, with the Goods and Services Tax (GST), company tax and capital gains tax being the top three priorities to increase revenue when tackling the deficit. Respondents ranked cutting spending on defence, social services/welfare and transfers to states as the top three priorities on the expenditure side.

Other key results revealed that the business community agrees improving Australia's workforce capabilities is crucial and that it is concerned about the lack of long-term planning and commitment by government when it comes to transport infrastructure. Respondents also highlighted the importance of services for future growth, with the top sectors identified for growth being education services, agriculture, healthcare and aged care.

February 2016: Economic and Political Overview (EPO)

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 2016 EPO focused on how the Australian economy was transitioning from the mining boom and examined what was required for individual businesses to succeed on the global stage. The report also examined the macroeconomic risks at play in the global economy and how uncertainty was influencing voter behaviour.

The EPO also looked at what policy settings need to be put in place for the Australian economy to prosper. This included the incentives framework required to drive productivity improvements, how the government can spur competition in service provision, and suggestions for reforming the tax system.

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Chapters in the 2016 EPO included:

- Economic outlook: Michael Blythe, Chief Economist and Managing Director, Economics, Commonwealth Bank of Australia;
- Political outlook: Dr Peter van Onselen, Winthrop Professor of Journalism, University of Western Australia; contributing editor, The Australian; presenter Sky News;
- Australian business competing overseas: Leanne Cutts, President, Gum, Candy, and Powdered Beverages and Marketing Services, Asia Pacific, Mondelez International and Amanda Banfield, Managing Director, Mondelez International Australia and New Zealand;
- Challenging times for Australia: Sam Churchill, Head of Macro Research, Magellan Financial Group; and
- Achieving stronger growth: Lisa Gropp, Chief Economist, Business Council of Australia.



Then-Federal Assistant Treasurer, Minister for Small Business, the Hon. Kelly O'Dwyer delivering the opening keynote for the research release of the EPO 2016 publication.



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Information papers

In 2016, CEDA re-launched its information paper initiative with the release of *Brexit explained* in June. Information papers provide timely concise commentary on topical policy issues affecting Australia, and up until 2008, were regularly published. *Brexit explained* is the first of what will be an ongoing series of regular publications available in electronic format on the CEDA website. At least four information papers will be published annually.

Brexit explained discusses:

- The campaigns to leave or remain;
- Implications for business and the economy
- Political fallout; and
- Implications for Australia.



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Events and forums continue to be one of CEDA's most important pillars of activity. Annually, CEDA coordinates hundreds of events that feature highly regarded speakers with expert knowledge in a vast range of topics central to Australia's economic future. Speakers share their expertise and insights and promote informed debate on the policy challenges facing local, regional and national development. Attendance at CEDA events carries policy debates and ideas through to the next level, deepening and broadening discussions and reaching ever-widening audiences.

CEDA's events also provide members and guests with valuable networking opportunities at the highest levels across government, academia and business.

Media representatives who attend CEDA events take the discussions to a broad audience, extending the ideas and discussions to engage the wider community.

In 2015–16, the number of CEDA events continued to grow. CEDA hosted a total of 326 events Australia-wide (a 10 per cent increase on the previous year) including 127 Trustee boardroom briefings (an 11 per cent increase on the previous year). CEDA events attracted 38,884 attendees. This figure included 17,318 CEDA member organisation employees and their guests, and 3283 CEDA Trustees.

Flagship and signature events

CEDA hosted 181 public events Australia wide in 2015–16. Among the top speakers examining critical business issues and promoting wider community discourse were senior federal and state government representatives in all states, CEOs of ASX Top 200 companies, leading academics, and experts from various sectors and specialities.



The Hon. John Howard OM AC provided the keynote address at CEDA's Annual Dinner in Sydney on 17 November 2015.





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State of the Nation conference – postponed

Due to the Federal Election being held on 2 July 2016, CEDA's annual public policy conference, State of the Nation, was postponed from June 2016 to October 2016.

State of the State

CEDA hosts State of the State events to give State Premiers opportunities to address CEDA members and to outline the state priorities for the coming year. In the 2015–16 financial year, six state premiers addressed CEDA audiences on their key economic, business and community priorities for the year ahead. The events drew a combined 1994 attendees.

- The Hon. Mike Baird, Premier of New South Wales (July 2015)
- The Hon. Jay Weatherill, Premier of South Australia (August 2015)
- The Hon. Anastacia Palaszczuk, Premier of Queensland (October 2015)
- The Hon. Colin Barnett, Premier of Western Australia (October 2015)
- The Hon. Will Hodgman, Premier of Tasmania (October 2015)
- The Hon. Daniel Andrews, Premier of Victoria (November 2015)



Six State Premiers spoke on the CEDA stage in 2015–16. Top from left to right: the Hon. Mike Baird, the Hon. Anastacia Palaszczuk, and the Hon. Colin Barnett. Bottom from left to right: the Hon. Will Hodgman, the Hon. Jay Weatherill and the Hon. Daniel Andrews.



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2016 Economic and Political Overview

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

The 2016 EPO was launched on 18 February in Brisbane with presentations from AiGroup Chief Economist, Julie Toth; Credit Suisse Chairman Australian Investment Banking, John O'Sullivan; Federal Treasury Macroeconomic Conditions Division Principal Advisor, Warren Tease; DHL Express Oceania Senior Vice President, Gary Edstein; Commonwealth Bank of Australia Chief Economist and Managing Director Economics, Michael Blythe; and Crosby Textor Managing Director and Co-Founder, Mark Textor.

The event was followed by eight EPO events across Australia with speakers from politics, business and media. The events drew a combined 1823 attendees, and attracted 305 media mentions.

Annual Dinner, 17 November 2015

CEDA's Annual Dinner is an end-of-year celebration that is traditionally held in Sydney or Melbourne during November.

Former Prime Minister of Australia, the Hon. John Howard OM AC, delivered the CEDA 2015 end-of-year Annual Dinner address in Sydney, which provided an outlook on the Australian economy and the year ahead.



The 2016 EPO was launched in Brisbane, followed by eight EPO events across Australia. The events drew a combined 1823 attendees, and attracted 305 media mentions.



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Research and policy perspective launches and forums

In recent years, CEDA's research reports and policy perspectives have grown in relevance, depth and reach. Publication launch events and research releases offer report authors the chance to elaborate on their research, and an opportunity for government and business to engage at a higher level with the report and its recommendations.

1. Major research report launches and events:

Deficit to balance: budget repair options (April 2016)

- Launched with a National Press Club Address by CEDA Chairman Paul McClintock. This was followed by five events with 313 attendees; 164 media mentions.

Australia's economic future: an agenda for growth (June 2016)

- Five events and 514 attendees; 67 media mentions.

2. Policy perspective launches and events:

The super challenge of retirement income policy (September 2015)

- Five events and 377 attendees; 222 media mentions.

Global networks: transforming how Australia does business (November 2015)

- Four events and 160 attendees; 33 media mentions.



Above: REA Group Chief Executive Officer, Tracey Fellows at the Global networks: transforming how Australia does business publication launch in November.





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CEDA event series 2015–16

As part of CEDA's event program, each year CEDA runs diverse event series that focus on national and state agendas to provide more in-depth coverage of key topics.

Energy and resources series:

The Australian energy and resources industry is in a period of transition. With decreased exploration and production now well under way, much discussion is now focused on what's next. Meanwhile, uptake of solar energy in Australia is increasingly providing new opportunities for other energy markets. In the last financial year, 12 events were run across NSW, Queensland, Victoria and WA.

Series highlights included:

WA Annual Resources Overview (October 2015, WA)

Roy Hill Chief Executive Officer, Barry Fitzgerald; and The Chamber of Minerals and Energy of Western Australia Deputy Chief Executive, Nicole Roocke.

Energy review and reform: the Hon. Mark Bailey (May 2016, QLD)

Queensland Minister for Energy Biofuels and Water Supply and Minister for Main Roads, Road Safety and Ports, the Hon. Mark Bailey; and Allens Mining Partner and Sector Leader, Erin Feros.

Future energy projects (June 2016, NSW)

Reserve Bank of Australia Economic Analysis Department Head, Dr Alexandra Heath; AGL Energy Chief Financial Officer, Brett Redman; and Commonwealth Bank of Australia Managing Director Infrastructure and Utilities, Michael Thorpe.



AGL Energy Chief Financial Officer, Brett Redman and Reserve Bank of Australia Economic Analysis Department Head, Dr Alexandra Heath speaking at the Future energy projects event in NSW, June 2016.



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Cities and infrastructure series:

Australia's cities are expanding 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, 13 events were run across NSW, Queensland, SA, Tasmania and Victoria.

Series highlights included:

Maximising transport infrastructure productivity (March 2016, NSW)

Transurban Chief Executive Officer, Scott Charlton; Transport for NSW Secretary, Tim Reardon; and Grattan Institute Transport and Cities Program Director, Marion Terrill.

Infrastructure pipeline: insights and market opportunities (April 2016, TAS)

Infrastructure Tasmania Chief Executive Officer, Allan Garcia.

Melbourne Metro: unlocking value from city shaping projects (May 2016, VIC)

Plan Melbourne Refresh Ministerial Advisory Committee Chair, Professor Roz Hansen; City of Melbourne Chief Executive Officer, Ben Rimmer; and Melbourne Metro Rail Authority Chief Executive Officer, Evan Tattersall.



Plan Melbourne Refresh Ministerial Advisory Committee Chair Professor, Roz Hansen and Melbourne Metro Rail Authority CEO, Evan Tattersall speak at the Melbourne Metro: Unlocking value from city shaping projects event as part of the Cities and Infrastructure Series in May 2016.



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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 2015–16 financial year, seven events were run across NSW, Queensland, SA and Victoria.

Series highlights included:

[Vice Chancellors panel: the role universities will play in SA's future](#)

(November 2015, SA)

University of Adelaide Vice-Chancellor and President, Professor Warren Bebbington; University of South Australia Vice-Chancellor and President, Professor David Lloyd; and Flinders University Vice-Chancellor, Professor Colin Stirling.

[Post Budget higher education review](#) (May 2016, SA)

Federal Minister for Education and Training, Senator the Hon. Simon Birmingham; University of Adelaide Vice-Chancellor and President, Professor Warren Bebbington; University of South Australia Vice-Chancellor and President, Professor David Lloyd; and Flinders University Vice Chancellor and President, Professor Colin Stirling.

[Vice Chancellors panel: Australia's growth agenda](#) (June 2016, QLD)

Central Queensland University Vice Chancellor and President, Professor Scott Bowman; Bond University Vice Chancellor and President, Professor Tim Brailsford; QUT Vice Chancellor, Professor Peter Coaldrake AO; James Cook University Vice Chancellor and President, Professor Sandra Harding; University of the Sunshine Coast Vice Chancellor and President, Professor Greg Hill; and University of Southern Queensland Vice Chancellor and President, Professor Jan Thomas.

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 explored this topic with influential speakers as well as companies who have successfully integrated disruption and innovation into their business strategy. The year saw 25 events run across NSW, Queensland, SA, Victoria and WA.



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Series highlights included:

Digital Bytes: ministerial keynote, the Hon. Victor Dominello (May 2016, NSW)

New South Wales Minister for Innovation and Better Regulation, the Hon. Victor Dominello; Australian Services Roundtable Chief Executive Officer, Alina Bain; AVCAL Australian Private Equity & Venture Capital Association Limited Chief Executive Officer, Yasser El-Ansary; Australia Digital Currency & Commerce Association Chief Executive Officer and Managing Director, Nick Giurietto; and Tyro Payments Executive Director and Chief Executive Officer, Jost Stollmann.

Digital Bytes: unlocking Australia's innovation potential (March 2016, NSW)

Federal Assistant Minister for Innovation, the Hon. Wyatt Roy.

The Cloud: understanding, opportunities and challenges (May 2016, SA)

Microsoft South Australia State Director, Eva Balan-Vnuk; Amazon Web Services Commercial Sales Manager, Adam Beavis; Comunet CEO, Mark Ogden; and RiAus Director, Paul Willis.



New South Wales Minister for Innovation and Better Regulation, the Hon. Victor Dominello and Australian Services Roundtable Chief Executive Officer, Alina Bain speaking at the Digital Bytes event in NSW in May.



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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, a widespread workforce, financing and funding as well as Medicare and governance.

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 2015–16, 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 2015–16, 27 events were run across NSW, Queensland, SA, Victoria and WA.

Series highlights included:

Health services (March 2016, QLD)

Federal Department of Health Secretary, Martin Bowles PSM.

Health: how do we design our future healthcare system? (March 2016, VIC)

Royal Women's Hospital Chief Executive Officer, Sue Matthews; and Better Care Victoria Chairman, Dr Doug Travis.

The challenge of funding healthcare (April 2016, WA)

PwC National Health Consulting Leader, Sarah Butler; Department of Health Director General, Dr David Russell-Weisz.



PwC National Health Consulting Leader, Sarah Butler and Department of Health Director General, David Russell-Weisz speak to a WA CEDA audience.

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Women in leadership series:

CEDA's hugely popular Women in Leadership (WIL) series continued in 2015–16, advancing discussion on the cultural and organisational change required to progress more women to leadership positions, and sharing practical tips for positively influencing change.

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. Discussion in 2015–16 has included:

- Attracting more women into STEM;
- Addressing domestic violence;
- Perception, reward and recognition;
- Ethics quality and diversity; and
- The opportunities and challenges for women in Australia's future workforce.

Last year saw 21 events run across ACT, NSW, NT, Queensland, SA, Tasmania, Victoria and WA.

Elizabeth Broderick: a reflection on eight years as Sex Discrimination Commissioner

Australian Human Rights Commission Sex Discrimination Commissioner, Elizabeth Broderick spoke to CEDA audiences in August 2015 to discuss gender equality progress in Australia.

Ms Broderick's term as Sex Discrimination Commissioner came to an end in September 2015 after eight years in the role. She spoke to CEDA audiences reflecting on the setbacks, progress and areas of opportunity for gender equality.

Seven events were held across Victoria, WA, Tasmania, Queensland, NT, NSW and SA, with special guests joining Ms Broderick at each event.

The Victorian event Changing the landscape of gender equality in August 2015 was part of the Elizabeth Broderick: A reflection on eight years as Sex Discrimination Commissioner series. The event was introduced by HESTA Business Development Manager Mary Delahunty (top left), and featured a keynote address by Australian Human Rights Commission Sex Discrimination Commissioner, Elizabeth Broderick (bottom left).





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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 asked: how can the regions take advantage of such opportunity and what is in place to support future growth? In the 2015–16 financial year 12 events were run across NSW, Victoria and WA.

State of the Regions: Regional development in Western Australia

Through 2014–2016 CEDA ran a 10-part State of the Regions series in WA, with events held throughout the state's regions. After nine conferences throughout WA over two years, an event held on 8 June 2016 was the culmination of the WA series. The event was the launching pad for the report, *State of the Regions: Regional development in Western Australia*, which captured the key findings and outcomes of the series, and outlined an action plan for capitalising on opportunities to ensure sustainable, long-term growth for WA's regions.

Speakers at the State of the Regions in WA finale included keynote speaker: WA Minister for Regional Development; Lands; Minister Assisting the Minister for State Development; Leader of The Nationals (WA), the Hon. Terry Redman.

Other speakers included:

Regional Australia Institute Chief Executive Officer, Jack Archer; Telstra Health Commercial and Strategy Director, Tim Kelsey; and The University of Melbourne Australian Indigenous Studies Foundation Chair, Professor Marcia Langton AM.



Above: WA Minister for Regional Development; Lands; Minister Assisting the Minister for State Development; Leader of The Nationals (WA), the Hon. Terry Redman and The University of Melbourne Australian Indigenous Studies Foundation Chair, Professor Marcia Langton AM speaking at the State of the Regions in WA 10th and final series event. Right: Welcome to Country being delivered by Wangka Maya Pilbara Aboriginal Language Centre's Hazel Walgar.

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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 2015–16, showcasing the depth and breadth of issues addressed.

Australian Capital Territory

Canberra's light rail future – the Hon. Simon Corbell

9 September 2015

ACT Deputy Chief Minister and Minister for Capital Metro, the Hon. Simon Corbell detailed Canberra's light rail future and the benefits to the community. The session explored economic and social benefits of the Capital Metro project and the planning process and assessment of shortlisted consortia.

Improving diversity and equality drivers for the public, private and third sectors

3 July 2015

The event discussed the importance of increasing gender diversity in enhancing business productivity and overcoming gender stereotypes in the country's quest for workplace equality. Speakers included: Federal Department of Education and Training Secretary, Lisa Paul AO PSM; ACCI Trade and International Affairs Senior Advisor, Dr Imogen Reid; and Telstra Head of Diversity and Inclusion, Troy Roderick.

New South Wales

Inaugural keynote address – Andrew Penn, Telstra

9 July 2015

Andrew Penn gave his inaugural keynote address as Telstra's Chief Executive Officer. He discussed how new digital technologies are driving change and creating new opportunities for innovation, economic development and growth. The address included discussion on the scope and implications for business with new and emerging technologies, particularly telecommunication technologies which are key enablers of global connectivity; insight into how new and existing businesses are innovating, adapting and capitalising on new technologies to drive productivity, opportunity and growth; and the central importance of customer service excellence in a time of change.

The Hon. Greg Hunt – anticipated outcomes from Paris

9 December 2015

Federal Minister for the Environment, the Hon. Greg Hunt, gave a significant and timely address on the anticipated outcomes of the 2015 United Nations Climate Change Conference in Paris, outlining the Federal Government's key climate change policies.



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Unlocking Australia's entrepreneurial potential

29 February 2016

Innovation and Science Australia Chair, Bill Ferris AC delivered a keynote address to a special gathering of leaders from across Australia's innovation ecosystem. Event speakers included Divvy Chief Executive Officer and Founder, Nick Austin; Advance Global Chief Executive Officer, Serafina Maiorano; CSIRO Executive Manager – Innovation, ON Program, Liza Noonan; and muru-D Co-Founder, Annie Parker.

Western Sydney growth series: jobs in focus

7 April 2016

NSW launched its NSW Western Sydney Series, a series examining macro policy issues through a Western Sydney lens. Speakers at the launch event were NSW Department of Industry Deputy Secretary – Skills and Industry Policy, Gary Barnes; and Western Sydney University Centre for Western Sydney Director, Professor Phillip O'Neill.

National disability reform

24 May 2016

With the launch of the National Disability Insurance Scheme (NDIS) approaching, the event looked at what capability and capacity the social services sector has and requires into the future. The event featured the acknowledged thinker behind the NDIS, National Disability Insurance Scheme Chair, Bruce Bonyhady AM, together with the leader tasked with the roll out of the scheme in NSW Department of Family and Community Services Chief Executive, Jim Longley.



Telstra Chief Executive Officer, Andrew Penn speaking at a keynote address in Sydney.



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Queensland

Queensland Economic Development Forum

6 August 2015

The annual Queensland Economic Development Forum provided analysis of trends and forecasts for Queensland's economy and considered the economic development potential of key sectors and regions. The forum featured speakers: Deputy Premier and Minister for Infrastructure, Local Government and Planning, Minister for Transport and Minister for Trade, the Hon. Jackie Trad; CSIRO Principal Scientist in Strategic Foresight, Dr Stefan Hajkowicz; Australian Bureau of Statistics Australian Statistician, David Kalisch; and Suncorp Group Chief Economist, Steven Milch.

Social services reform: NDIS

5 November 2015

NDIS Chairman, Bruce Bonyhady AM, spoke about the implementation of NDIS in Queensland. Speakers also included: Montrose Access Chief Executive Officer, Linda Apelt; and KPMG Deputy Chair and Global Lead, Health, Ageing and Human Services, Liz Forsyth.

Aged care: consumer driven disruption

31 March 2016

Federal Minister for Health, Minister for Aged Care and Minister for Sport, the Hon. Sussan Ley provided a timely portfolio briefing, which discussed the progress of sector reforms, the consumer-driven future of care, and industry growth and innovation.



Left: Bruce Bonyhady AM, speaking about the implementation of NDIS in Queensland.

Above: Elders Chief Executive Officer and Managing Director, Mark Allison speaking on investment and competitiveness in agribusiness.

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[Transforming cities: transport and infrastructure](#)

13 April 2016

High Speed2 Executive Chairman, Sir David Higgins shared his international insights into the design, delivery and impact of major urban infrastructure projects, with reference to his role in the delivery of the UK's new high speed rail network.

[Agribusiness: investment and competitiveness](#)

10 May 2016

Elders Chief Executive Officer and Managing Director, Mark Allison considered current policy settings, the implications of government decisions on foreign investment, sector trends and funding and investment structures in agribusiness. The forum also included a speech by Wellard Chief Executive Officer and Managing Director, Mauro Balzarini. The two experts discussed issues critical to the further development of Australia's agribusiness.

[South Australia](#)

[Q & SA: industries of the future – focus on jobs](#)

27 October 2015

ABC Television presenter Tony Jones facilitated a critical discussion on driving jobs within key sectors of the SA economy. Speakers included Mondelez Asia Pacific (Tokyo) President, Leanne Cutts; Adelaide and Flinders University SA Centre for Economic Studies Visiting Fellow, Darryl Gobbett; UniSA Deputy Vice Chancellor Research and Innovation, Professor Tanya Monro; ACH Group CEO, Mike Rungie; Chamonix IT Co-founder, Geoff Rohrshiem; Department of State Development Chief Executive, Dr Don Russell; Flinders University Vice Chancellor and Chairman of Partners President, Professor Colin Stirling; Thomas Foods International CEO, Darren Thomas; and KPMG Chairman of Partners, Con Tragakis.

[The business of not-for-profit](#)

23 November 2015

The event was a discussion on current opportunities and challenges facing the not-for-profit sector, and what they mean for non-profits across the State. Leaders from across the non-profit sector from around Australia shared their insight, understanding and counsel on the key issues that are impacting on the non-profit sector in Australia.



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Innovation and the arts

29 April 2016

The business of giving is constantly changing, putting significant pressure on not-for-profit sectors, in particular, the arts. In this event, Myer Foundation Chair Rupert Myer AO led a discussion on driving innovation in the arts. Other speakers included Adelaide Festival CEO and Artistics Director, Douglas Gautier AM; and Art Gallery of South Australia Director, Nick Mitzevich.

Nuclear Fuel Cycle Royal Commission

9 June 2016

Following the Nuclear Fuel Cycle Royal Commission findings being presented to the Governor, Royal Commissioner for the Nuclear Fuel Cycle Royal Commission, Rear Admiral the Hon. Kevin Scarce detailed the findings. The event also saw key business, industry and community leaders discuss their responses to the findings, with the discussion facilitated by Leaders Institute of South Australia Chief Executive Officer, Dr Niki Vincent.



Left: Myer Foundation Chair Rupert Myer AO discussing driving innovation in the arts.

Below: Leaders Institute of South Australia Chief Executive Officer, Dr Niki Vincent facilitating an event on the Nuclear Fuel Cycle Royal Commission.



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Tasmania

[Infrastructure pipeline: insights and market opportunities](#)

29 April 2016

Infrastructure Tasmania Chief Executive Officer, Allan Garcia provided insight on Infrastructure Tasmania's first prioritised infrastructure project pipeline and the market opportunities and fundamentals for Tasmania's future infrastructure investment.

Victoria

[Keynote economic address: NAB CEO Andrew Thorburn](#)

23 March 2016

National Australia Bank Chief Executive, Andrew Thorburn delivered a keynote address on the foundations for growth in the Australian economy, and the leadership of business and government in our future prosperity. The event asked: how can Australia position itself to take advantage of new opportunities and plan for a future that is still largely unknown?

[Investing for social impact: 2016 Investor Survey](#)

19 April 2016

Attitudes and perspectives around investment and wealth are shifting; major social and environmental challenges of our time need solutions. Standard & Poor's Rating Services Australian Country Head and Chair of the Market Building Working Group of the Australian Advisory Board on Impact Investing, Fabienne Michaux spoke on this important topic.

[Addressing family violence: response to the Royal Commission](#)

21 April 2016

Prior to the Victorian Royal Commission into Family Violence providing its report and recommendations to the government, this event saw Victorian Minister for Women and Victorian Minister for the Prevention of Family Violence, Fiona Richardson discuss the report and the government's strategic response to addressing this important issue. VicHealth Chief Executive Officer, Jerril Rechter also presented at the event.

[Regional economic development for the new economy](#)

25 May 2016

How can regional communities capitalise on their strengths and opportunities in a dynamic and highly competitive global economy? This event explored the new and emerging thinking about regional economic growth, and the strategic considerations for government, industry, education and community sectors. Speakers included Deloitte Access Economics Partner, Professor Ian Harper; Carbon Nexus Independent Chair and Former Federal Minister for Regional Australia, Regional Development and Local Government, the Hon. Simon Crean; and METTS Industry Growth Centre Chair, Elizabeth Lewis Gray.



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Growing the visitor economy

30 June 2016

Currently contributing \$19.6 billion to the state economy and employing 200,000 people, the visitor economy industry says that with the right settings this could grow to \$34 billion and 310,000 jobs by 2020. The event explored: the implications of a growing sector on urban renewal, infrastructure demand, regional development, employment and the wider economy; how innovation and technology is reshaping the visitor experience and tourism demand; and policy and regulatory settings that will enable further development opportunities.

Speakers included Carnival Australia Chief Executive Officer, Ann Sherry AO; Melbourne Airport Chief Executive, Lyell Strambi; and Airbnb Head of Policy, Brent Thomas.

Western Australia

The rapid rise of Uber and the sharing economy

25 November 2015

Uber, seemingly an overnight success, is now leading the so-called sharing economy movement. At this event, CEDA welcomed Uber Australia General Manager, Simon Rossi to find out more about this dynamic game-changing company.

Facebook and the mobile economy

12 May 2016

Facebook Australia and New Zealand Managing Director, Stephen Scheeler gave insights into why mobile phones have become the dominant force in Australian commerce, and how Facebook is capitalising on this trend in its next wave of development.



Left: McKinsey & Company Senior Vice President, Sahil Merchant speaking at the Innovation and transformation: leadership in the digital era forum in WA.

Right: Facebook Australia and New Zealand Managing Director, Stephen Scheeler speaks to a WA audience on Facebook and the mobile economy.

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[Innovation and transformation: leadership in the digital era](#)

10 May 2016

Four respected industry leaders shared their journeys, advice and insights for other organisations focused on innovation, progression and success in the digital era. They asked: how can business leaders predict future trends to ensure they stay ahead of the next wave of change? Speakers were: Australia Post Managing Director and Group Chief Executive Officer, Ahmed Fahour; McKinsey & Company Senior Vice President, Sahil Merchant; Synergy Chief Transformation Officer, Stephanie Unwin; and Bankwest Chief Information Officer and Executive General Manager of Enterprise Service, Andy Weir.

[Key speakers](#)

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

ACT

Deputy Chief Minister and Minister for Capital Metro, **the Hon. Simon Corbell**

ACT Chief Minister, **the Hon. Andrew Barr**

Australian National University Centre for Applied Macroeconomic Analysis, Crawford School of Public Policy Chair in Public Policy and Director, **Professor Warwick McKibbin AO**

Queensland

Australian Government Department of Finance Secretary, **Jane Halton AO PSM**

Suncorp Group Chief Executive Officer, Suncorp Banking and Wealth, **John Nesbitt**

University of Southern Queensland Vice Chancellor and President, **Professor Jan Thomas**

CSIRO Manufacturing Science Director, **Dr Cathy Foley**

Queensland Airports Limited Chairman, **Annabelle Chaplain**

NSW

Former Prime Minister of Australia, **the Hon. John Howard**

Telstra Chief Executive Officer, **Andrew Penn**

Federal Minister for the Environment, **the Hon. Greg Hunt**

Reserve Bank of Australia Economic Analysis Department Head, **Dr Alexandra Heath**



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Virgin Australia Chief Commercial Officer, **Judith Crompton**

Myer Foundation Director, **Rupert Myer AO**

Economic Development Board of South Australia Chair, **Raymond Spencer**

Hewlett Packard Enterprise Director, **Ann Livermore**

Microsoft South Australia State Director, **Eva Balan-Vnuk**

Victoria and Tasmania

Mondelez International, Managing Director Australia and New Zealand, **Amanda Banfield**

National Disability Insurance Scheme Chair, **Bruce Bonyhady AM**

Deloitte Access Economics Partner, **Professor Ian Harper**

National Australia Bank Chief Executive, **Andrew Thorburn**

Carnival Australia Chief Executive Officer, **Ann Sherry AO**

WA

Minister for Regional Development, **the Hon. Terry Redman**

Minister for Water, **the Hon. Mia Davies**

Uber Australia General Manager, **Simon Rossi**

Facebook Australia and New Zealand Managing Director, **Stephen Scheeler**

Australia Post Managing Director and Group Chief Executive Officer, **Ahmed Fahour**

All positions at time of speaking.

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Allens	Comscentre	Hyatt
Arcadis Australia Pacific	Comunet	Hydro Tasmania
Arnold Bloch Leibler	Conoco Phillips	INPEX
Arup	CSC	Ipswich City Council
Asciano	CSL	Jemena
Aurizon	Curtin University	John Holland
Ausnet Services	Deakin University	Johnson & Johnson
Australian Institute of Professional Education	Defence Housing Australia	KPMG
Australian National University	Deloitte	La Trobe University
Australian Unity	Engineers Australia	Landcorp
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Broad Spectrum	Finlaysons	Macquarie University
Brookfield Rail	Flinders University	Maddocks
Cabrini Health	Folk	Marchment Hill
Cardno	Fragomen	McConnell Dowell
CBA	Gascoyne Development Commission	McCullough Robertson Lawyers
CBH Group	Georgiou	McKinsey & Company
CBRE	GHD	Melbourne University
CFC Group	Gilbert + Tobin	Melbourne Water
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Plenary

Programmed

PwC Australia

Queensland Airports Ltd

RAC of WA

Regional Development Australia Hunter

Regional Development Victoria

Rio Tinto

RMIT

RPS

RSM

SA Department of Environment

SA Department of Health

SA Department of State Development

SA Power Network

Safework SA, SA Department of Premier and Cabinet

SAP

Scope Global

SEEK

Serco

Siemens

Standard & Poor's

Stockland

Surveyors board of SA

Sydney Airport

Sydney University Business School

Sydney Water

Synergy

Telstra

The Chamber of Minerals and Energy of WA

The University of Queensland

Tracey Brunstrom and Hammond

TransGrid

Trility

UniSuper

University of Adelaide

University of Newcastle

University of SA

University of Technology Sydney

University of WA

Victoria Department of Economic Development, Jobs, Transport and Resources

Vic Health

Victoria University

WA Department of Local Government and Communities

WA Department of Regional

Development

WA Department of Water

WA Super

Western Power

Western Sydney University

Westpac

Woodside

Workskill

WSP | Parsons Brinckerhoff



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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 1400 media mentions during the financial year, 300 more than the previous year. This is despite not having State of the Nation, which usually generates considerable media mentions. The majority of media mentions related to CEDA research, the CEDA CEO and national events.

A highlight was securing a National Press Club Address for CEDA National Chairman Paul McClintock AO to launch CEDA's *Budget to deficit: budget repair options* publication in March, which generated strong media coverage both on the day and in subsequent weeks.

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.

This financial year's media activity generated 1400 media mentions, 300 more mentions than the previous year.





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Publications

CEDA produced and released nine publications this year, including a major two-part series focused on economic reform, two policy perspectives and a special edition Regional WA focused publication to mark the culmination of the two year CEDA WA State of the Regions event series.

The reach and value placed on CEDA's research was highlighted in the strong media coverage of each research publication during the year, in particular *Deficit to balance: budget repair options* which was launched at the National Press Club.

Publications released this year by CEDA were:

- Information paper: Brexit explained – June 2016;
- Australia's economic future: an agenda for growth – June 2016;
- Regional development in Western Australia – June 2016;
- Deficit to balance: budget repair options – March 2016;
- Economic and Political Overview 2016 – February 2016;
- CEDA's Top 10 Speeches 2015 – December 2015;
- Global networks: transforming how Australia does business – November 2015;
- CEDA Annual Report 2015–16 – October 2015; and
- The super challenge of retirement income policy – September 2015.

CEDA produced and released nine publications this year, which received strong media coverage.





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Social media

CEDA's social media channels continued to grow in 2015–2016. Instagram was established to further increase CEDA's reach across the digital space in early 2016 while the new LinkedIn Showcase page provides a platform to promote upcoming CEDA events.

Social media statistics 2015–16 financial year

- Twitter: 7288 (this time last year, 5813) – 36 per cent increase
- LinkedIn: 4178 (this time last year, 3192) – 31 per cent increase
- Facebook: 870 (this time last year, 637) – 37 per cent increase
- LinkedIn Copland Program Alumni group: 174 (this time last year, 167)
- LinkedIn Showcase page: Upcoming CEDA events: 80 (new in 2015–2016)
- Instagram: 64 (new in 2015–2016)

Twitter specifics

- Retweets: 2048
- Likes: 1757
- Direct mentions (@ceda_news): 3315
- Reach: 1.7 million
- Potential reach: 17.1 million



Social media continues to expand the reach of CEDA events and publications, and provides new avenues to engage with journalists and the media.





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CEDA_News YouTube channel

CEDA continued its video content strategy in 2015–16, filming state events and live streaming key events during the year.

The CEDA live stream featured five events this year including the *2015 Annual Dinner* and *2016 Economic and Political Overview* launch. The most watched live stream was the 16 June Federal Election Debate from Adelaide with the Hon. Christopher Pyne, Senator the Hon. Penny Wong and the ABC's Fran Kelly, which attracted 650 viewers.

Active use of the CEDA YouTube channel continued this year with a number of live stream events and video recordings available to complement CEDA's social media platforms. This year 127 videos from CEDA events were uploaded and had more than 20,500 views.

The CEDA YouTube channel also featured 21 videos from interviews, which had more than 500 views. These videos featured high-profile interviewees, including the CEDA Chief Executive and research report contributors, including Commonwealth Bank Chief Economist and Managing Director, Economics, Michael Blythe and Mondelez International Managing Director Australia New Zealand, Amanda Banfield. These interviews were used to profile CEDA's research activities on the website and social media.

CEDA website

CEDA's website received an increase in hits over the last year, with significant interest in CEDA's research report, *Australia's future workforce?* which alone had over 25,000 page views. The website has evolved with the implementation of the Digital hub and continued focus on video content. CEDA is currently in the process of shifting from the custom built Evocate CMS to Kentico, which will enhance CEDA's online presence through tools such as automation, intuitive advertising and better integration with iMIS.

Digital hub

A Digital hub within the CEDA website was launched in March, which houses CEDA livestreams, blogs, polls and surveys, an image library, video archive, podcasts from events and social media feeds. The Digital hub ensures easier access and navigation to these resources for website visitors. Good visitor numbers to this section have contributed to the overall increase in visitors to the CEDA website.



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Web statistics: 2015–16 (2014–15)

- Visitors 246,282 (230,595)
- Unique visitors 168,698 (148,279)
- Page views 593,840 (648,216)
- New visitors 163,601 (143,758)
- Returning visitors 82,681 (86,837)
- Traffic to the CEDA website from social media increased by 24 per cent with Twitter being the significant driver.

CEDA blog

The CEDA blog audience continued to expand in 2015–16 attracting more than 5500 page views and articles by 20 different authors. Topics covered on the CEDA blog included innovation, Federal Budget 2016, the Trans-Pacific Partnership (TPP) and economic reform.

This year the CEDA blog also incorporated more video content including interviews with blog authors and related CEDA events.

Highlights of pieces published on the CEDA blog in 2015–16 include:

- *A reflection of eight years as Sex Discrimination Commission*: Elizabeth Broderick AO;
- *Budget 2016: Uncertainty is education policy's greatest enemy*: Professor Jane den Hollander;
- *Australia's economic reform agenda*: The Hon. John Howard; and
- *The power of proximity – Australia's next wave of global engagement in the Asia century*: Australian economist Tim Harcourt.

Elizabeth Broderick
@LizBroderick · 5 Aug 2015

Don't be limited by your own experiences, think big, think creatively, & rewrite the rules
[@ceda_news](#) [@AusHumanRights](#)
[#womeninleadership](#)

↳ 27 ❤️ 23

Exciting new customer innovations unveiled by our #CEO at [@ceda_news](#) #AusEcon [ow.ly/ZPAtM](#) [pic.twitter.com/BizuTVUjlc](#)

↳ 1 ↻ 20 ❤️ 23

Peter Ryan [@Peter_F_Ryan](#)
Veteran ABC business journo, news junkie. US Bureau Chief in the 90s. Story ideas to [ryan.peter@abc.net.au](#) Views are mine - retweets are not endorsements.
Sydney, Australia
[retw/withtheabcpeteryan.blogspot.com](#)
Joined May 2008

AAA rating in jeopardy v repair, CEDA warns @a @ceda_news @abcnew @abcbusinessnews

AAA rating in jeopardy
A leading business base warned that Australia's jeopardy without serious soundcloud!

352 Followers you know

↳ 3 ❤️ 2

Traffic to the CEDA website from social media increased by 24 per cent with Twitter being the significant driver.



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Marketing collateral

This financial year CEDA continued to expand the suite of marketing collateral available across membership, events and sponsorship to incorporate new CEDA activities including the CEDA Digital hub.

CEDA reach infographic

A plan was developed this year to develop a stack of infographics showing CEDA's reach across key areas including digital reach, membership, governance – how CEDA shapes its agenda, research and reach of the CEDA stage.

The first infographic was completed at the end of the financial year using 2015–16 figures, and shows overall CEDA reach.

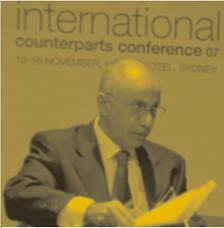
The infographics are being produced for use at events in video and powerpoint slides, in member marketing collateral and on the website. The remaining infographics are underway and will be completed in 2016–17.

Advertising

CEDA continued to advertise in select media outlets in 2015–16 in WA, SA and Queensland, with advertisements run in media outlets including *WA Business News and InDaily*. This financial year, as well as advertising select state events, CEDA expanded its suite of digital advertising options to include brand advertising for membership, events and CEDA's research.

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

The use of Google Adwords was trialled in Victoria with success and will continue to be used for select events across the country in the coming year.



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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 2016

CEDA is also the Australian partner for the Switzerland-based IMD World Competitiveness Center's annual World Competitiveness Yearbook. Released annually in May, it ranks and assesses 61 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 2016 World Competitiveness Yearbook showed that Australia regained one place this year rising from 18 to 17, moving up the rankings for the first time after five years of decline. Notably Australia jumped from 27 to 12 on economic resilience, which indicated that the business community was more confident in Australia's ability to adapt to the changing economic environment following the end of the mining construction boom.

Overall China Hong Kong ranked first and Switzerland second, displacing the US, which ranked third this year, after holding the number one ranking for the previous three years. New Zealand has also gained a place, moving to 16, and retaining its place in front of Australia for the second year in a row.



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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, Professor the Hon. Stephen Martin and National Chairman, Paul McClintock AO.

Board of Governors

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

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

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



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Board of Directors

Paul McClintock AO

National Chairman, CEDA and Chairman of NSW Ports, Myer Holdings and I-MED Network

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; Chair, Jesuit Social Services

John Langoulant AO

Chairman WA, Westpac; Chairman, Government Employees Superannuation Board

Dr Rodney Maddock

Professor, Monash Business School, Monash University; Vice Chancellor's Fellow, Victoria University; and President, Economic Society of Australia (Victorian Branch)

Professor the Hon. Stephen Martin

Chief Executive, CEDA

Miriam Silva**

Director, TAFE South Australia

Dr Sally Pitkin*

Non-Executive Director, Super Retail Group

Dr Catherine Sinclair

Director, The Consultancy Bureau: Chair, Residential Tenancies Authority (RTA)

Diane Smith-Gander**

Chair, Broadspectrum; Chair, Safe Work Australia

Stephen Spargo AM

Director, Stanbury Consultants

Andrew Stevens

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

Ian Stirling*

Principal, Stirling Advisory

Dr Ian J Watt AC**

Chairman, BAE Systems Australia

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CEDA Council on Economic Policy

Dr Rodney Maddock

Professor, Monash Business School, Monash University; Vice Chancellor's Fellow, Victoria University; and President, Economic Society of Australia (Victorian Branch)

Professor Percy Allan AM

Principal, Percy Allan and Associates

Peter Crone

Chief Economist, Coles Group

Mark Cully

Chief Economist, Department of Industry and Science

Sarah-Jane Derby,

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

Vice-Chancellor, The University of Western Australia

Professor Stephen King

Commissioner at the Productivity Commission, Adjunct Professor, Monash Business School

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Professor Paul Kofman

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

Professor the Hon. Stephen Martin

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

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 Glenn Withers AO

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

Audit and Risk Committee

Andrew Stevens (Chair)

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

Professor the Hon. Stephen Martin

Chief Executive, CEDA

Dr Catherine Sinclair

Director, The Consultancy Bureau

Penny Stragalinos

Partner, KPMG

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Nominations Remuneration and Governance Committee

Patricia Faulkner AO (Chair)

Deputy Chair, St Vincent's Health Australia; Chair, Jesuit Social Services

Paul McClintock AO

National Chairman, CEDA and Chairman of NSW Ports, Myer Holdings and I-MED Network

Professor the Hon. Stephen Martin

Chief Executive, CEDA

Dr Sally Pitkin*

Non-Executive Director, Super Retail Group

Miriam Silva**

Director, TAFE South Australia

Stephen Spargo AM

Director, Stanbury Consultants

Research and Policy Committee

Dr Rodney Maddock (Chair)

Professor, Monash Business School, Monash University; Vice Chancellor's Fellow, Victoria University; and President, Economic Society of Australia (Victorian Branch)

Angus Armour

Principal Advisor, Business Council of Australia

Dr John Edwards

Visiting Fellow, Lowy Institute; Adjunct Professor, Curtin University

John Langoulant AO

Chairman WA, Westpac; Chairman, Government Employees Superannuation Board

Professor the Hon. Stephen Martin

Chief Executive, CEDA

CEDA Patrons

MA (Tim) Besley AC

The Hon. Sir Eric Neal AC

Dr Maurice Newman AC

Sir Arvi Parbo AC

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New South Wales and Australian Capital Territory State Advisory Council

Angus Armour (President)

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Chairman, Moore Stephens

Martin Blake

NSW Chairman, KPMG

Catherine Fitzpatrick

General Manager, Government, Industry and International Affairs,
Commonwealth Bank

Leilani Frew**

Head of Commissioning and Contestability, NSW Treasury

Brad Kitschke**

Director of Public Policy (Oceania), UBER

Kerrie Kelly

Director, Westmead Medical Research Foundation

Stephen Knight*

Chief Executive, New South Wales Treasury Corporation

Paul McWilliams*

Company Secretary, AGL

Megan Motto

CEO, Consult Australia

Stephen Walters

Chief Economist Advocacy, Australian Institute of Company Directors

Professor Michael Wesley (CEDA ACT Honorary President)

Professor and Director of International, Political and Strategic Studies,
College of Asia and the Pacific, Australian National University

Luke Woodward

Partner, Gilbert + Tobin

Helen Zimmerman**

Chief Corporate Affairs Officer, Navitas

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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

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Managing Director, Honeycombe Property Group

Paul Lindstrom*

Managing Partner, PwC

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

Rick Wilkinson*

Chief Technical Officer – Eastern Australia, Australian Petroleum Production and Exploration Association

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South Australian and Northern Territory State Advisory Council

Miriam Silva**

Director, TAFE South Australia

Dr Lynn Arnold AO

Director, Ahava Energy

Chris Doudle

Managing Director, Corporate Conversation

Penny Gale

General Manager, Engagement and Innovation

Richard Hockney*

Richard Hockney & Associates

Nigel McBride

CEO, Business SA

Phil Morton

Owner and Managing Director of Morton Philips

Nick Reade

Chief Executive, BankSA

Loretta Reynolds

Managing Partner, Thomson Geer Lawyers

Dr Don Russell

Chief Executive, SA Department of State Development

Dr Roger Sexton*

Chairman, Beston Pacific Group

Denys Stedman (NT representative)

Partner in Charge, Private Enterprise, KPMG, Darwin

Professor Colin Stirling

Vice Chancellor, Flinders University

Ian Stirling*

Principal, Stirling Advisory

Con Tragakis

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

Dr Niki Vincent

Chief Executive, Equal Opportunity Commissioner SA

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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)

Greg Turnidge

Director and CEO, Close the Loop

Brad Vann

Partner, Clayton Utz

Western Australian State Advisory Council

John Langoulant AO (President)

Chairman WA, Westpac; Chairman WA, Westpac; Chairman, Government Employees Superannuation Board

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

Director General, WA Department of Agriculture and Food

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Peter Fairclough

General Manager, Policy, Government and Public Affairs, Chevron

Michael Gollschewski

Managing Director, Pilbara Mine Operations, Rio Tinto Iron Ore

Alan Langford*

Chief Economist, BankWest

Julius Matthys

Vice President External Affairs, BHP Billiton

Rick Newnham

Economist and Commercial Advisor, Shell

Val Raubenheimer

Vice President, Corporate Relations and Development, Curtin University

Tim Shanahan*

Director, Energy and Minerals, University of Western Australia

Deidre Willmott

Chief Executive, Chamber of Commerce and Industry WA

Wayne Zekulich

Head of Perth Office, Deutsche Bank

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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 2015–16 CEDA improved female participation overall by three per cent compared to the previous year.

Workplace profile (2015–16)

Occupational category	Female	Male	Total	Per cent female	Per cent female 2014–15
Board of Directors	4	9	13	31	31
Executive level	0	1	1	0	0
Senior management	5	3	8	63	63
Line management	0	1	0	0	0
Professional / Technical	24	11	35	69	71
Administrative	1	0	1	100	100
Event speakers	186	429	615	30	27
Contributing authors	7	10	17	41	32
TOTAL	227	464	690	33	30



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

An operating surplus of \$1.76 million for the year reflects how well CEDA is 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 over \$11.9 million for the year represents an increase of \$1.13 million, an increase of 10.5 per cent over the previous year. Significant increases across all revenue lines was evident throughout the year with particularly strong growth in conference and sponsorship activities.

Statement of financial position

Total equity increased to \$5.06 million as a result of the strong surplus for the year.

Total assets increased by \$1.54 million to \$10.42 million.

Statement of cash flows

The balance of cash held at the year end was \$9.11 million – an improvement over 2014–15 of \$1.78 million.



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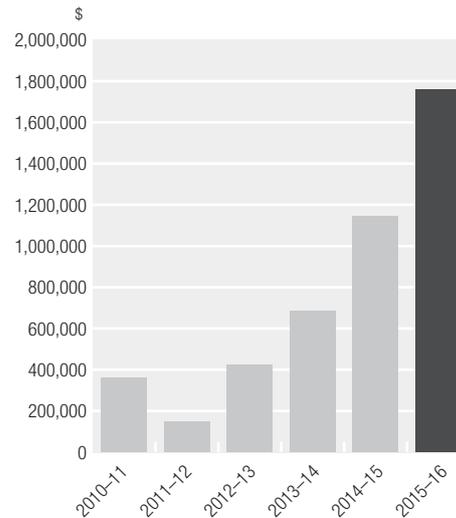
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Operating results

Year	Operating surplus/ (deficit)
	\$
2010-11	361,700
2011-12	148,091
2012-13	424,045
2013-14	686,126
2014-15	1,142,305
2015-16	1,761,102

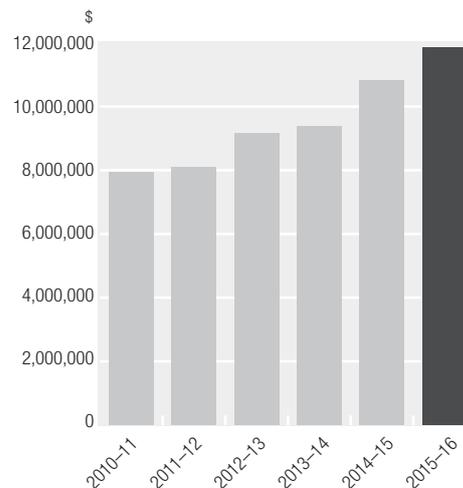


Operating surplus recorded

An operating surplus of \$1.76 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
	\$
2010-11	7,930,716
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



Revenue growth continues

Total revenue increased by \$1.04 million or 9.6 per cent over 2014-15. Conference and membership revenue grew over the year, as did sponsorship and research revenue contributions.



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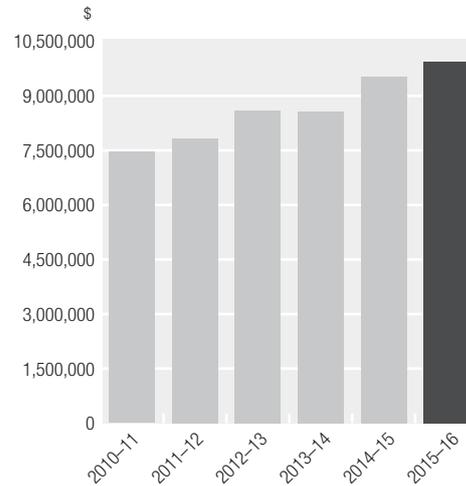
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Total expenditure

Year	Expenditure
	\$
2010–11	7,569,016
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

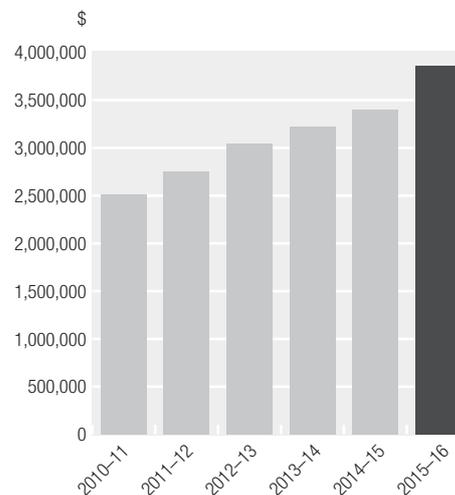


Servicing members and the wider community

Expenditure increased by 4.3 per cent over the previous year. This is directly related to increased conference activity.

Membership subscriptions

Year	Subscriptions
	\$
2010–11	2,549,498
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



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.



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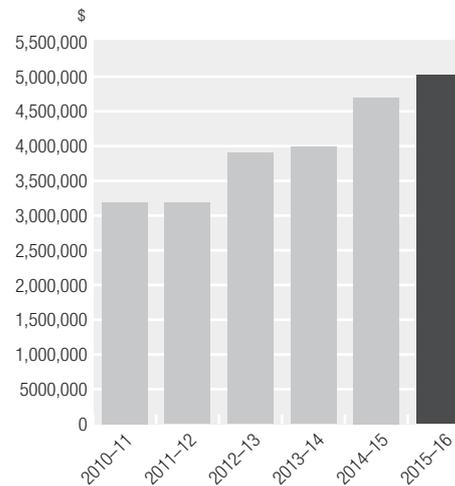
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Conference registrations

Year	Registrations
	\$
2010-11	3,187,707
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

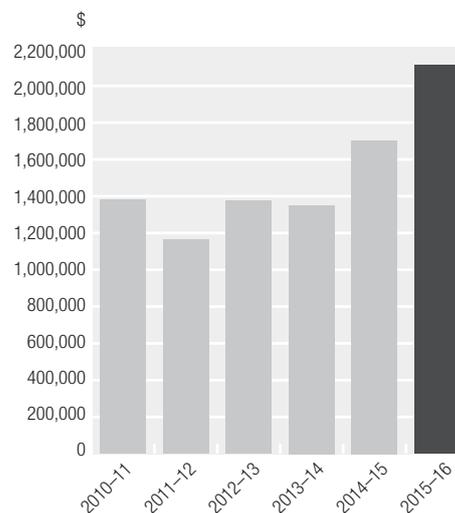


High-quality events program

CEDA's wide-ranging and high-quality event program resulted in yet another successful year with revenues reaching new highs, breaching the \$5 million level for the first time.

Sponsorship income (conferences)

Year	Sponsorship Income
	\$
2010-11	1,389,583
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



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. Another strong performance has seen revenue growth of 24 per cent in sponsorship income.



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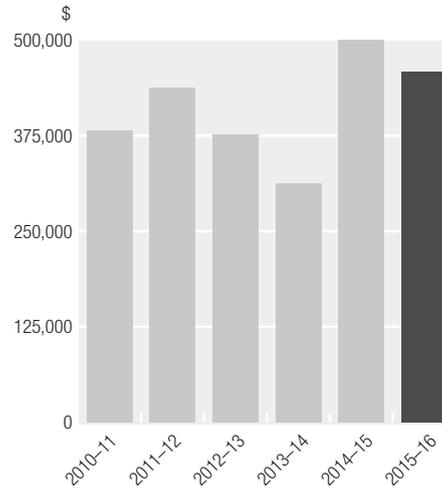
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Research income (contributions and sponsorship)

Year	Research Income
	\$
2010–11	381,840
2011–12	437,480
2012–13	376,019
2013–14	313,106
2014–15	500,063
2015–16	458,772

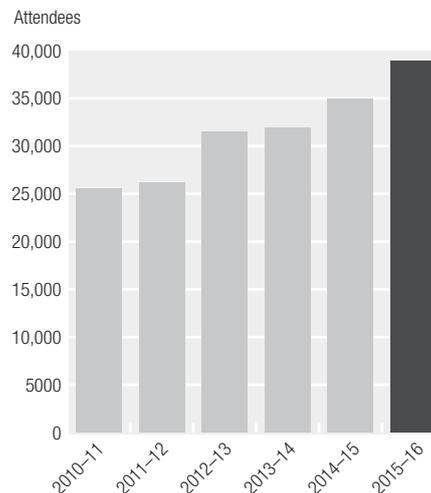


Research support

Research income is down 8.3 per cent on the prior year, although it is up 16 per cent on the three-year average from 2012–13 to 2014–15.

Total attendance (at all functions and events)

Year	Attendance
	Number
2010–11	25,544
2011–12	26,153
2012–13	31,494
2013–14	31,861
2014–15	34,957
2015–16	38,884



Continuing growth in attendance

Attendance at CEDA events continued to grow over the year, increasing by 11 per cent over 2014–15 and hitting new record highs. The last five years have seen attendee growth of 52 per cent.

A copy of the Company's 30 June 2016 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.

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