

CEDA IMPACT REPORT

Committee for Economic
Development of Australia



2022-23

About CEDA

CEDA is Australia's leading member-driven think tank. Our purpose is to achieve sustainable long-term prosperity for all Australians. Our trusted independence, and a deep and broad membership base that extends across all sectors, states and territories, enables us to bring diverse perspectives and insights to guide and advance policy debate and development in the national interest.

We aim to influence future economic, social and environmental outcomes by:

- Promoting public discussion of the challenges and opportunities facing Australia;
- Advocating for policy change based on our independent research insights;
- Enabling members to shape future outcomes through policy and their own actions; and
- Partnering and collaborating to tackle emerging opportunities and entrenched challenges.

Our work is overseen by our independent board of directors. Our research is guided and approved by an independent Research and Policy Committee whose members are leading economists, researchers and policy experts.

Our Values



TRUSTED. CURIOUS. PASSIONATE. BRAVE. COLLABORATIVE.

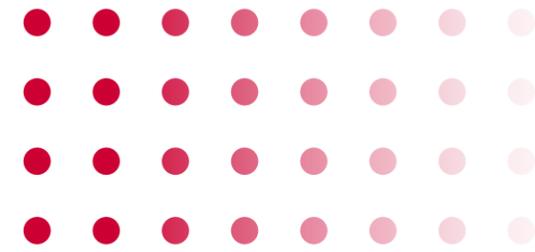


CONTENTS

About CEDA	3
Chair's statement Diane Smith-Gander AO Chair, CEDA	5
CEO's statement Melinda Cilento Chief Executive, CEDA	7
Our impact and reach	9
Members inform our work	11
A positive cycle of influence	13
Collaborative programming	19
Convening communities	25
CEDA Learning	27
Our people	29
Board of directors	29
State Advisory Councils	31
Lead members	33
Financial report	35

CHAIR'S STATEMENT

DIANE SMITH-GANDER



The past year has been a busy one. The Federal Government has pursued both significant policy agendas and decarbonisation commitments at a time of economic uncertainty and pressure on households and businesses due to rising inflation and interest rates, and the changing geopolitical landscape. In this environment, CEDA has been uniquely positioned to lead conversations and research on the issues that matter for all Australians.



Our decision three years ago to both grow our research team across the country and better connect members to our work through the establishment of Member Advisory Committees (MACs) is paying dividends. Our influence is evident across a range of policy areas. Our migration work and recommendations have informed the Government's approach and strategy, our research into the aged care sector has shone a spotlight on the need for a long-term workforce strategy, and our third report on disrupting disadvantage, which highlighted the need for greater evaluation of government programs, was launched by Assistant Minister for Competition, Charities, Treasury and Employment Dr Andrew Leigh. That launch was closely followed by the Government's announcement of a new office of Evaluator General – a key issue addressed in CEDA's report.

Importantly, our research and partnerships this year also focused on delivering practical insights for members. This was particularly evident in the re-

search on mental health in the workplace and dynamic capabilities. We know many of our members found these pieces particularly useful.

In addition to high calibre research, CEDA is renowned for its excellent events program. This year, the CEDA stage gave voice to the issues at the forefront of people's minds and the policy agenda, including the Voice to Parliament referendum. Our events and roundtables provided opportunities for members to hear from and engage with federal and state politicians including Prime Minister Anthony Albanese, Treasurer Jim Chalmers and Opposition Leader Peter Dutton, state premiers and treasurers, national regulators, critical policy thinkers and business leaders.

As Chair of CEDA, it has been pleasing to see the sustained lift in our influence and impact. At the heart of this are our members, who shape and participate in our events, ensuring our public conversations are relevant and impactful, and whose insights and experiences inform our research and advocacy.

Importantly, our research and partnerships this year were also focused on delivering practical insights for members.

This year, more members than ever have made the time to be part of our State Advisory Councils, Member Advisory Committees and Council on Economy Policy. Thank you to them and to all members who have contributed to CEDA's work over the year, whether through attending our events, providing input to and feedback on our research or contributing to our roundtables.

Special thanks to my board colleagues for steering and supporting CEDA's ongoing evolution. Outgoing board members this year are Christine Zietz, Dr Ian Watt, Rebecca Tomkinson, Jeff Connolly and Professor Jeffrey Borland who consistently made valuable contributions and insights. While this level of board turnover is never welcomed it resulted from some directors coming to tenure limits and others taking up new "day jobs" which precluded their continued involvement. The silver

lining is that during the year, we were pleased to welcome Dr Vanessa Torres, Dharma Chandran, Professor Robert Breunig, Joanne Masters and Rowan Roberts to the board. I have once again enjoyed and valued the insights and contributions of my board peers and look forward to working with them in the year ahead.

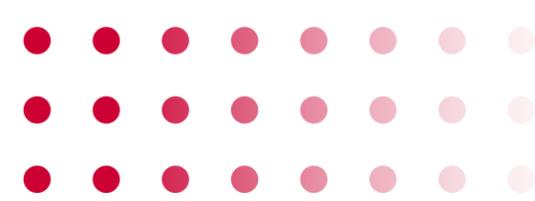
CEDA has been the cornerstone of public policy debate and research in Australia for over 60 years, and it is heartening to see CEDA extending its thought leadership and the debate of ideas for the benefit of Australia's long-term prosperity.

Diane Smith-Gander
Chair, CEDA



CEO'S STATEMENT

MELINDA CILENTO



As CEDA aims to lift its voice and reach, 2022-23 marked another significant step up in our activities and influence. Over the year our research has continued to attract significant media interest and coverage, it has informed key policy inquiries and reports, and our team has been increasingly sought out to present CEDA's perspectives on key economic and policy developments.



In addition to our research and advocacy, we have continued to strengthen other channels of influence, including our public events and trustee roundtables, strategic collaborations and partnerships, and education and learning activities.

Over the year, the reach and calibre of conversations on the CEDA stage was exceptional. Highlights included our cornerstone State of the Nation forum, as well as annual conferences on migration and infrastructure. We have built significant collaborative partnerships including with the WA Department of Jobs, Tourism, Science and Innovation to progress economic diversification in Western Australia, and with CSIRO's National AI Centre to support the take-up at scale of responsible AI.

Our ESG Community of Best Practice, supported by Gilbert+Tobin and Australian Unity, continues to help members be at the forefront of issues that are both important to their stakeholders and fundamental to

Australia's future development. Our expanding CEDA Learning program continues to meet the demand of members for more education around economics and public policy.

The year saw change in our leadership and research team, with the departure of former Chief Economist Jarrod Ball. Pleasingly, our internal succession plans and commitment to a national footprint delivered a seamless transition with WA-based Cassandra Winzar taking the reins as Chief Economist. Many thanks to Jarrod for his significant contribution.

While I am pleased with our achievements over the past year, we continue to face challenges with our financial performance. The team and I remain focused on re-establishing a sustainable business model built on delivering member value and a more diversified revenue base. This requires some further investments in our capabilities and technology, which have the strong support of the board and which are able to be funded on the back of our solid reserves position.

Over the year ahead, CEDA will

Over the year ahead CEDA will explore with members how we can bring together a clear long-term agenda and research program to drive stronger action on long-standing issues critical to Australia's future resilience and prosperity.

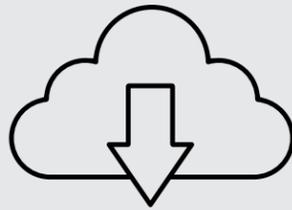
explore with members how we can bring together a clear long-term agenda and research program to drive stronger action on long-standing issues critical to Australia's future resilience and prosperity. The team and I will actively engage with members to understand their priorities and interest in participating in this work, as well as engaging more broadly on how CEDA can deliver greater value and impact for our members.

I would like to thank the board for their ongoing support and wise counsel and the CEDA team for their hard work, passion and commitment. I would also like to express my appreciation for the unwavering support of our members and partners. Together we have created a strong community committed to building a prosperous and sustainable future. I look forward to working with you in the year ahead to drive better policies and debate for the long-term prosperity of all Australians.

Melinda Cilento
Chief Executive Officer, CEDA

OUR **IMPACT** AND REACH

MORE THAN
110,000
RESEARCH
WEBSITE VIEWS
& DOWNLOADS



7000+
MEDIA MENTIONS

22 HANSARD
MENTIONS



47
OPINION ARTICLES

MEMBER **ENGAGEMENT**

557 MEMBER
ORGANISATIONS
AND A NETWORK
OF MORE THAN
2500
TRUSTEES

39 STATE
ADVISORY
COMMITTEE
MEMBERS

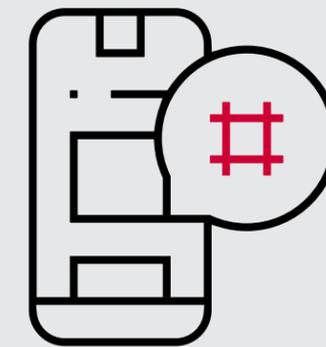
59
PARTICIPANTS
ACROSS FOUR
EXPERT MEMBER
ADVISORY
COMMITTEES

DRIVING THE **DEBATE**

70,000+
SUBSCRIBERS



720K+
WEBPAGE
VIEWS



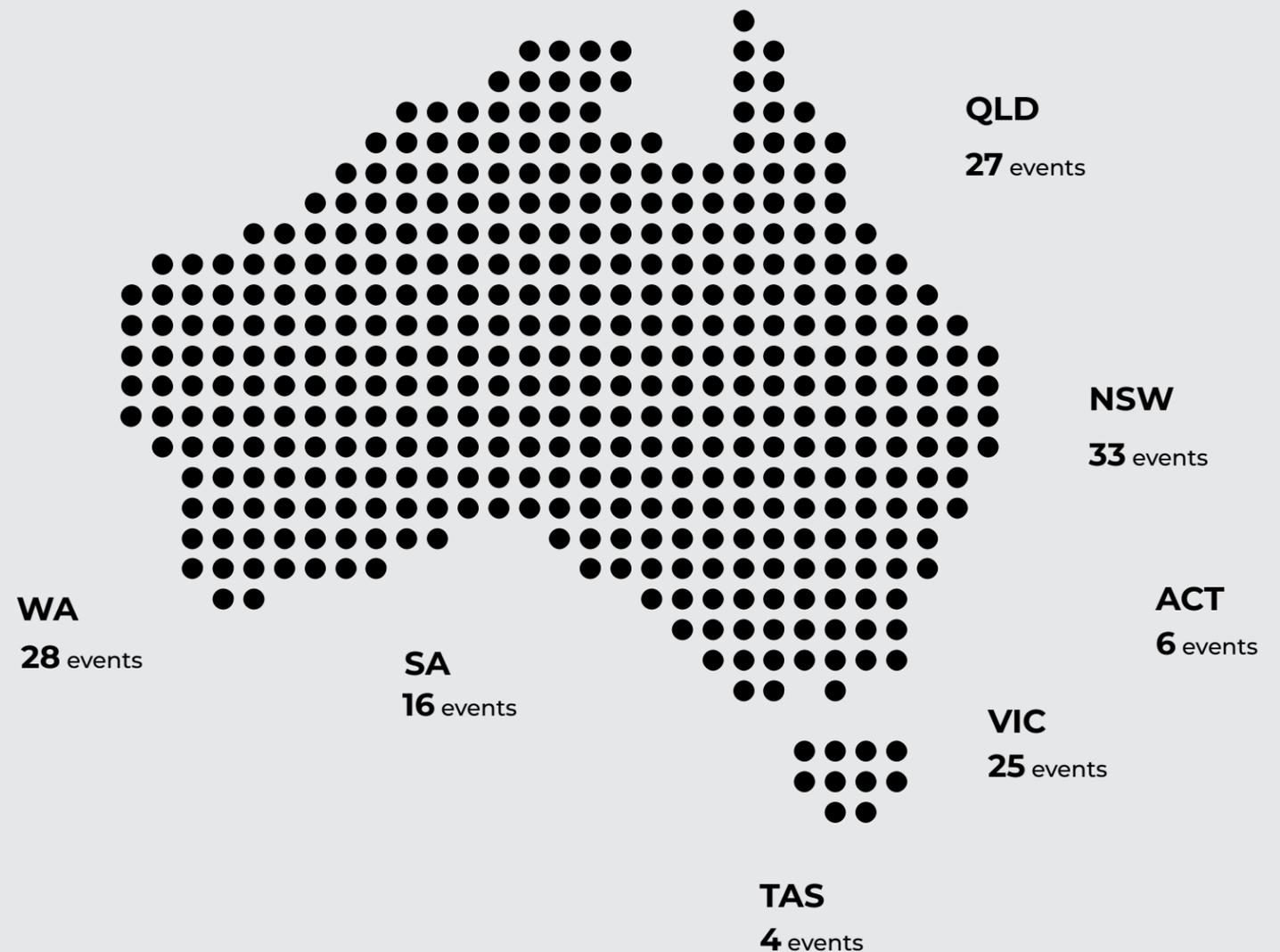
740K+
SOCIAL MEDIA
IMPRESSIONS

OUR NATIONAL **REACH**

185
EVENTS

47
LIVESTREAM
EVENTS

92
TRUSTEE
EVENTS



MEMBERS INFORM OUR WORK

As Australia's leading member-based think tank, CEDA has continued to expand opportunities for our members to collaborate and be involved in our events, roundtables and research. This is fundamental to our work, as we seek to leverage members' interests, insights and feedback and continue to explore ways to work collaboratively on the issues that matter to them and the nation.

GROWING AND EVOLVING MACS

Member Advisory Committees (MACs) have been established for each area of core research: Human Services, Business Dynamism and Migration. MACs help to inform our research, including identifying practical policy impacts and lessons for implementation. Member involvement through providing case studies and advocacy for our reports deepens the impact of our research. Member feedback also helped guide the development and design of CEDA's dynamic capabilities survey and members have hosted roundtables to enable the key findings to be shared and discussed.



SHAPING OUR AGENDA

All of CEDA's work is shaped and informed by our State Advisory Councils (SACs). While we are a truly national organisation our SACs play a pivotal role in ensuring we understand the different issues playing out across the country. The SACs represent the diversity of our membership base, including government, university, professional services, mining, construction, energy, technology and health.

Our SACs meet regularly, providing invaluable insights and guidance that inform our member engagement, event programs and research agenda. The expertise and dedication of SAC members ensures that CEDA remains at the forefront of policy discussions and economic development initiatives.

We look forward to another year of impactful discussions, innovative solutions and positive change, as we continue to drive progress through collaboration and dialogue.



Access to thought leaders
Shaping public policy

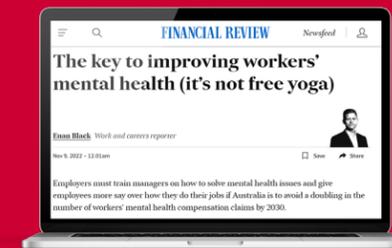
TRUSTEE EVENTS: A PLATFORM FOR INSIGHTFUL DISCOURSE

CEDA's trustee events are a key enabler of our purpose, providing a platform for frank, honest and impactful discussions. Held across the country and hosted by members, these gatherings have brought together over 1300 attendees this year. The hallmark of our trustee roundtables is the convening of a cross-section of thought leaders from government, academia and industry under the 'Chatham House Rule,' ensuring a fearless exchange of ideas on the most pressing issues facing our nation. Increasingly we are using these discussions to frame our public events program to advance the conversations that really matter.

Throughout the year, CEDA facilitated 92 trustee events, enabled and supported by the generosity and commitment of our dedicated members who hosted these gatherings. These events traversed a range of vital portfolios and topics including housing, communities, finance, productivity, innovation, and climate and environment.



1300 ATTENDEES



Members who have featured as case studies in our reports have been approached by the media to tell their story as part of our report releases.



Expert analysis
Actionable recommendations

A POSITIVE CYCLE OF **INFLUENCE**

We draw on the insights and experience of our members to inform our work and provide real-life examples that illustrate the case for change. These contributions provide relevance and valuable context to our recommendations and calls for action. As the impact of our research and advocacy grows, this reinforces the value to members of their participation and contribution to CEDA's work. This positive cycle is a defining characteristic of our member-driven 'think tank' model.



SKILLS SHORTAGES AND CEDA'S MIGRATION RESEARCH

Throughout the year we heard consistently that the number-one challenge facing our members and their businesses was access to skills and experience. These challenges are exacerbated by long-term structural adjustments including digital transformation, the energy transition and the impacts of Australia's ageing population. CEDA continues to work with the Federal Government to build a sustainable approach to migration and domestic education and training, to ensure we have the skills and experience needed for our economic development and transformation.

CEDA participated in the Jobs and Skills Summit, contributed submissions to the Employment White paper and to the Migration Review. That review and the Federal Government's draft consultation strategy endorsed CEDA's recommendations. CEDA's position on the Ministerial Advisory Council on Skilled Migration has provided strong opportunities to represent and advocate on behalf of members.



To facilitate efficient skilled-migration flows, we propose a temporary skilled-migration program that is focused on three risk-based streams: a low-risk, high-wage stream through intra-company transfers; an enhanced temporary skill-shortage main stream; and an essential skills visa.



Adopt risk-based regulation of temporary labour migration, with three tiers: 1. a 'light touch' high salary cohort; 2. a 'mid-level cohort' (above the TSMIT, below the high-salary threshold of cohort 1); and 3. subject to further consideration across government, a lower wage cohort in sectors experiencing persistent shortages and who are most at risk of exploitation and displacing Australian workers with similar skills.



Cassandra Winzar, Chief Economist

AGED CARE

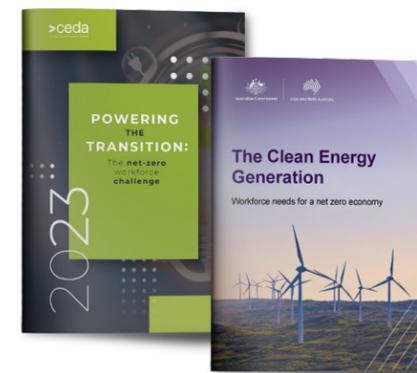
CEDA research has highlighted that for many in our community, access to affordable, high quality human services is a defining characteristic of a strong economy and prosperous society. Reflecting this, for the past three years, we have released successive reports into the state of aged care in Australia. We have also led advocacy on the need to address the significant and growing shortage of aged-care workers. CEDA's first report, revealing a shortfall of at least 110,000 aged-care workers by 2030, shed a light on the issues plaguing the aged-care workforce.

Our most recent aged-care report was developed in consultation with members who highlighted the flow-on effects of worker shortages to the sector – resulting in homes operating at 50 per cent capacity. The dire state of workforce shortages across the sector is particularly evident in remote and regional areas where providers are struggling to secure the workers now required to meet mandated staffing levels. It also provides new commentary on the Aged Care Industry Labour Agreements – designed to bring workers in from overseas – and how they are difficult for providers to implement. CEDA's work in this area was cited extensively in the Productivity Commission's 5 Year Productivity Inquiry, and CEDA Chief Economist Cassandra Winzar is a regular speaker at key forums on this issue.

ENERGY TRANSITION

CEDA's *Powering the transition: The net-zero workforce challenge* called for governments to support workers and communities rather than subsidise businesses to get the best employment outcomes in the transition to net zero. Our recommendations were informed by interviews with members most affected by the transition and incorporated member case studies and insights. Key findings were shared with the Department of Industry, Science and Resources, the Queensland Department of Energy and Public Works, the Clean Energy Council's Skills and Training Directorate and Regional Development Australia's National Forum.

The report was quoted in *Jobs and Skills Australia's Clean Energy Capacity Study*. CEDA is represented on the Steering Committee for Jobs and Skills Australia Clean Energy Workforce Capacity Study.



CEDA CEO Melinda Cilento, Hon Dr Andrew Leigh MP and CEDA Chief Economist Cassandra Winzar

DISRUPTING DISADVANTAGE

The third report in CEDA's research series on entrenched disadvantage explored how Australia can disrupt the poverty cycle through better evaluation of the programs designed to tackle these issues. Our report was launched by Assistant Minister for Competition, Charities and Treasury Dr Andrew Leigh, to an audience including key stakeholders from across government, academia, business and not-for-profit sectors. This approach sparked valuable conversations about how to improve program effectiveness and efficiency. The day after the event, Dr Leigh announced a \$10 million plan to establish of an Office of the Evaluator General – a key issue addressed in the report. The media coverage of the announcement acknowledged CEDA's advocacy for better evaluation and program efficacy.

"There must be an immediate and co-ordinated effort by federal and state governments to update licensing – and regulation more generally – to enable nationally accredited skillsets that are proportionate and properly calibrated to the safety risks of new technologies."

– CEDA, *Powering the Transition 2023*

16 media stories across print, television and radio covering CEDA's *Duty of care: Aged-care sector running on empty* report



CEDA led a media campaign, supported by members and the Aged & Community Care Providers Association, calling for the introduction of an essential skills visa to help alleviate workforce shortages.

EMPLOYMENT WHITE PAPER SUBMISSION

CEDA released a five-part submission to the Federal Government's Employment White Paper. This White Paper was designed to build on the Jobs and Skills Summit attended by CEO Melinda Cilento. Our submissions focused on overcoming entrenched barriers in the labour market such as skills recognition, housing, occupational gender segregation, training for the long-term unemployed and unemployment benefits. The submissions were informed by a livestream event with members. Online breakout rooms enabled CEDA researchers to gain insights from members and helped inform CEDA's recommendations which focused on ensuring a more dynamic and mobile labour market and improved productivity outcomes.

Upon its release, the Federal Government's *Working Future* paper referenced CEDA's submissions on occupational gender segregation, our report on jobs and the energy transition and our earlier report on the migration skills mismatch.



The increase in women's participation has not translated into an equal distribution of employment across occupations and industries, and high levels of gender segregation have persisted over time.

Gender segregation across occupations can limit labour mobility, even in tight labour markets. This in turn exacerbates labour shortages in heavily gendered industries.



HOUSING

As housing emerged as a key policy challenge for the nation, CEDA's Economic & Policy Outlook took a close look at the Housing Accord. We also made a submission on poverty to the Senate Standing Committees on Community Affairs, and a submission to the Senate Community Affairs References Committee Inquiry into the worsening rental crisis in Australia, as well as appearing before the committee in Brisbane. CEDA's short report on rising housing and energy bills was featured on the front page of the *Herald Sun* and received widespread media coverage.



RESEARCH WITH PRACTICAL APPLICATIONS FOR OUR MEMBERS

CEDA's research focuses not only on policy change, but also on practical ways Australian businesses can improve their workplaces and performance.

MENTAL HEALTH AND THE WORKPLACE: HOW CAN EMPLOYERS IMPROVE PRODUCTIVITY THROUGH WELLBEING?

CEDA's *Mental Health and the Workplace: How can employers improve productivity through wellbeing?* was based on extensive consultation with members. Member McConnell Dowell provided case studies for the report and participated in member roundtables following the report's release. The report's findings were designed to help members achieve better mental-health outcomes in their workplaces and revealed that good job design and managerial support is critical. Trustee roundtables were held after the release to further the discussion on how to implement positive changes to the workplace.



DYNAMIC CAPABILITIES: HOW AUSTRALIAN FIRMS CAN SURVIVE AND THRIVE IN UNCERTAIN TIMES

Dynamic Capabilities: How Australian firms can survive and thrive in uncertain times was undertaken jointly with the University of Technology Sydney. Many CEDA members participated in what was the first broad survey on the dynamic capabilities of Australian companies. The survey found Australian business have overall good dynamic capabilities but they need to get better at transforming – a critical enabler to helping them survive and thrive. Selected members also undertook peer review of the draft report and were used as case studies. The research revealed the consistent message that companies lack critical bandwidth beyond business as usual. The release of the report was followed by a series of roundtables, which provided an opportunity for two-way feedback and to seek feedback on future work. The report generated interest from public sector audiences and government engagement continues in this area.

Convening superpower Independent platform



COLLABORATIVE PROGRAMMING

CEDA's events saw a post-COVID return in 2022-23, with a focus on collaborative programming with members. Like CEDA's research program, our discussion programs focus on long-term solutions to the issues that are shaping Australia's economic and social development. We strive to deliver programs that provoke genuine debate, featuring diverse speakers who make a meaningful contribution to the national conversation.

THE VOICE

In the lead up to the referendum on the Voice to Parliament, CEDA hosted a series of events to help members understand the challenges and opportunities inherent in the debate, and addressed key issues, concerns and frequently asked questions. The program, held over almost 12 months, featured Senators Linda Burney and Pat Dodson, representatives for the Uluru Youth Dialogue, the Uluru Convention and Reconciliation Australia, Wesfarmers Chairman Michael Chaney and Chairman of Gilbert+Tobin Danny Gilbert. Thank you to the many CEDA members who supported and hosted these conversations.





STATE OF THE NATION 2023

CEDA's flagship annual conference in Canberra enables our members and their guests to hear from a diverse range of decision-makers and opinion leaders, and to shape the conversation in smaller settings. Over two days, the 2023 event focused on the theme 'Navigating Disruption', and addressed themes including the energy transition, building dynamic capabilities and Environmental, Social and Governance (ESG) issues. The discussions featured addresses from Prime Minister Anthony Albanese, Opposition Leader Peter Dutton, the Hon. Tanya Plibersek and Independents Jacquie Lambie, Dai Le and Kate Chaney. Senior industry figures joining the discussions included Origin Energy CEO Frank Calabria and Australia Post CEO Paul Graham, as well as ASIC Chair Joseph Longo and UN Special Envoy on Climate Action and Finance (and former governor of the Bank of Canada and Bank of England) Mark Carney.

Thank you to our major sponsor for supporting this discussion:



...and to our supporting sponsors:



technologyone



DIVERSIFY WA 2035

A multi-year project with the WA Department of Jobs, Tourism, Science and Innovation (JTSI), the Diversify WA series is helping to accelerate the long-term economic shifts in critical sectors where WA has a competitive advantage. A combination of public and CEDA Co-Lab (private, curated problem-solving sessions) events, the series involved the WA Government, Chief Scientist and CEDA members including Arup, City of Perth, PwC, HBF Health, Deloitte, CSIRO, EY and the University of WA. The work has informed policy development and been instrumental to WA Government engagement.

Thank you to our sponsors for supporting this discussion:



Government of Western Australia
Department of Jobs, Tourism, Science and Innovation

ACCC

In her new role as ACCC Chair, Gina Cass-Gottlieb presented the annual ACCC CEDA Address for the first time in 2023, outlining the key 2023-2024 priorities for compliance and enforcement.



Thank you to our sponsor for supporting this discussion:



MIGRATION FORUM

CEDA's deep expertise in migration policy is a cornerstone of our economic research. In response to a growing focus on migration policy and demand from our members, we convened our first migration forum in 2022. The day-long program provided our audience with an opportunity to hear directly from Dr Martin Parkinson, as he kicked off work on the Migration Review. The Hon. Andrew Giles MP and Dai Le also participated in these discussions. In view of the ongoing importance of this issue, CEDA will hold this forum annually.

Thank you to our sponsor for supporting this discussion:



CLIMATE AND ENERGY FORUM

With a growing focus from our members and in public debate around climate change and the energy transition, CEDA hosted our inaugural Climate and Energy Forum in Brisbane. Part of our growing program of work in this space, the forum convened more than 30 speakers and almost 400 attendees. The Queensland Deputy Premier, the Hon. Steven Miles unveiled the QLD New Industry Development Strategy which outlined the state's aspirations to be recognised as a leader in renewable energy and establish itself as an Asia Pacific hub for biomanufacturing and biorefining. CEDA will offer this event annually and, in response to demand from our members, will seek to convene these forums in other locations including Perth in November 2023.



INFRASTRUCTURE CONFERENCE

Australia's massive infrastructure pipeline is a central issue for many of CEDA's members. The successful advancement of policies and projects around the country – many of which face significant challenges – will be central to our country's productivity, liveability and sustainability for centuries to come. CEDA continues to convene in this space with both roundtable and public events to advance these discussions. In March 2023, our second annual Infrastructure Conference featured contributions from Federal Minister for Infrastructure Catherine King, Victorian Deputy Premier (now Premier) Jacinta Allan, and Leader of the Nationals in the Senate the Hon. Bridget McKenzie.

Thank you to our major sponsors for their support:



Thank you to our supporting sponsors: Net Zero Australia, APA, Dow, Future Energy Exports, Minderoo Foundation, Nous, Princeton University, The University of Queensland, The University of Melbourne, Worley, BGIS and Griffith University - Centre for Applied Energy Economics and Policy Research.

Thank you to our sponsors for supporting this discussion:



CONVENING COMMUNITIES



100+
MEMBER ORGANISATIONS

ESG COMMUNITY OF BEST PRACTICE

CEDA's ESG Community of Best Practice seeks to advance the capabilities of CEDA members across ESG issues. The ESG Community convenes over 100 organisations, and over 200 ESG leaders across a program of curated forums. Topics addressed across the forums included: responsible investing and green finance; ESG frameworks for responsible AI governance; measuring the 'S' in ESG; and mandatory climate-related disclosures.

The ESG Community focuses on peer learning and knowledge sharing through expert-led presentations, community case studies and practical workshops. Currently 24 per cent of all CEDA members are engaged in the community.



200+
ESG LEADERS IN THE COMMUNITY



PUBLIC INTEREST TECHNOLOGY AND RESPONSIBLE AI

When CEDA commenced a program of work on responsible AI in 2020, it sparked a national conversation about public-interest technology, and a debate on issues critical to our nation's innovation agenda. This work culminated in a two-day forum in 2020, advocacy work including CEDA's call for an Australian Chief Technologist, and independent research exploring trust in technology and the adoption of responsible AI at scale. CEDA led the national discussion, convening leading voices from industry, government and academia on the responsible governance of emerging technologies, and how Australia can leverage technology and innovation to drive productivity and prosperity for Australian communities and businesses.

Over the past few years, the discussion on public-interest technology and in particular, responsible AI has gained momentum, with several organisations and institutions joining the conversation. This year CEDA announced a Foundation Partnership with CSIRO's National AI Centre (NAIC), and a Knowledge Partnership with NAIC's Responsible AI Network.

CEDA is partnering with CSIRO's National AI Centre to deliver the second AI Leadership Summit Series in December 2023.

CEDA would like to thank its Program Partners for generously sharing their expertise and commitment to ESG best practice:





321
PROGRAM
PARTICIPANTS



”

I've worked in the public sector, across several agencies, for over 25 years. During this time, I have had several touch points with economic concepts without any real understanding of the broader economics framework. This online course filled in those gaps for me in a way that sustained my interest and allowed me to incorporate the learning into my existing workload. While going through the course, I had many 'aha' moments which cumulated in a solid foundation in economics concepts.

Anne Finlay
Manager Coordination, WA Department of
Primary Industries & Regional Development

CEDA LEARNING

Increase public-policy knowledge
Develop essential leadership skills

CEDA focuses on facilitating good public-policy outcomes through its CEDA Learning programs. Our Public Policy Dynamics course is aimed at improving the understanding of public-policy foundations amongst people keen to contribute to the development of better government policy. During the year, CEDA launched two new programs focusing on Economics for non-Economists and Environmental, Social and Governance (ESG) Fundamentals. They were designed in response to feedback from members who were keen to strengthen the economic and ESG understanding of managerial staff. Our new courses compliment our long standing Copland Leadership offerings in NSW and WA.

”

For me, the most rewarding part of this CEDA Copland Leadership program, has been the opportunity to put into practice what I've been learning over the past five months. I now feel I have both the confidence and competence, to take with me, as I lead teams and key projects for Bankwest – with insights, understanding and practical tools to get the best out of the people I'm working with – and I'm really excited about that.

Sarah Hopps,
Senior Manager, Bankwest

”

I found the policy session was great – something I'd not fully considered, the depth of the issues, the importance to leadership in the future. Listening to the insights of the economists that spoke really opened my eyes. The group identified intelligent and diverse perspectives on the wicked topics.

Daniel Muggeridge,
Regional General Manager, Westpac



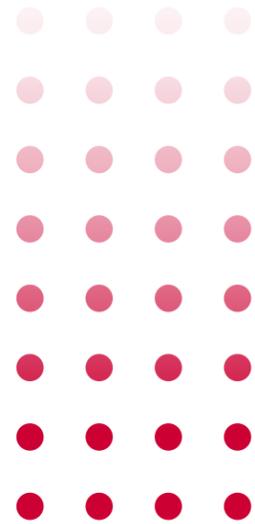
OUR PEOPLE

Exceptional people Driven by purpose

At CEDA our people determine our success. We attract exceptional people who are connected to our work and purpose. Our workforce is highly engaged, with our performance tracked through regular engagement surveys. Action plans are in place to respond to feedback. This year, our initiatives focused on enhancing collaborative ways of working, supporting tools and technology and how we reflect on and celebrate our success. We strive to keep our values in the foreground, which nurtures our culture and creates a sense of belonging. Our people continue to value CEDA's approach to flexible working with leading leave policies, hybrid working embedded and a strong positive culture around part-time and flexible work arrangements. CEDA's inaugural Reflect RAP was completed and submitted to Reconciliation Australia with over 85 per cent of our committed actions completed or in train. We continue to commit strongly to Diversity and Inclusion, our strategy implementation is underway and our recent Diversity, Equity & Inclusion survey reported an 87 per cent favourable inclusion result. Our focus in the year ahead is to build on our employee value proposition and development offerings to create a place where people can build their careers and thrive.

98%
WANT TO CONTINUE
TO IMPROVE CEDA

93%
PROUD TO WORK AT
CEDA



BOARD OF DIRECTORS

CEDA's leadership group has expertise and experience across public policy, business and academia. CEDA's board of directors provides strategic advice and includes leaders in business, academia, economics and policy.

^ Denotes people who retired from a position during 2022-23.

^^Denotes people who took up a position during 2022-23.

** Denotes people who took up a position during 2021-22.



Diane Smith-Gander AO (Chair)
Chair, CEDA



Melinda Cileto
Chief Executive Officer, CEDA



Robert Breunig
Director, Tax and Transfer Policy
Institute, ANU



Dharma Chandran^^
Chief People Officer, ABC



Professor Carolyn Evans**
Vice Chancellor and President of
Griffith University



Ming Long AM
Chair, Diversity Council Australia



Jo Masters^^
Chief Economist, Barrenjoey



Megan Motto
CEO, Governance Institute of
Australia



Dr Pradeep Philip
Lead Partner, Deloitte Access
Economics



Vanessa Torres^^
Chief Technical Officer, South32



Rowan Roberts^^
Partner, KPMG



Professor Jeffrey Borland^
Truby William Professor of
Economics, University of
Melbourne



Christine Zeitz^
General Manager, Asia Pacific
Northrop Grumman



Jeff Connolly^
Chairman and Chief Executive
Officer, Siemens, Australia Pacific
region



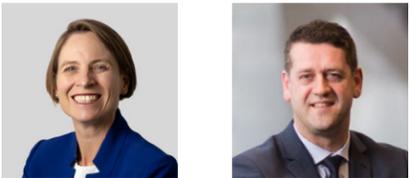
Rebecca Tomkinson^
Chief Executive Officer, Chamber
of Minerals and Energy of WA



Dr Ian J Watt AC^
Director, Citigroup

STATE ADVISORY COUNCILS

SOUTH AUSTRALIA



Jennifer Purdie
Asset President Olympic Dam, BHP



Simon Burgess
General Manager, National Wine Centre



Phil Hoffmann
Managing Director, Phil Hoffmann Travel



Peter Høj
Vice-Chancellor and President, The University of Adelaide



Kate Croser
CEO, South Australian Film Corporation



Jayne Flaherty
Chief of Staff, Flinders University



Chris Stathy OAM
CEDA Individual Trustee



Rowan Roberts
Partner, KPMG



Prof Marie Wilson
Pro Vice Chancellor (Business and Law), University of South Australia



Christine Zietz
Chief Executive & General Manager, Asia Pacific, Northrup Grumman Australia

NEW SOUTH WALES & ACT



Kerryn Coker
Co-Chair Australasian region, Arup



Professor Jane Golley
Professor, Crawford School of Public Policy, ANU



Megan Motto
Chief Executive Officer, Governance Institute of Australia



Sam Nickless
Partner + CEO, Gilbert + Tobin



David Burt
Director, Entrepreneurship, UNSW



Shanti Rama
General Counsel, Indigenous Business Australia



Felicity Emmett
Senior Economist, ANZ Banking Group



Jonathon Larkin
Strategy & Finance and Corporate Media Principal, Telstra



Euan Robertson
General Manager, Government and Industry Affairs, Commonwealth Bank



Sarah Cruickshank
Deputy Secretary Transformation Group, NSW Department of Premier and Cabinet

VICTORIA & TASMANIA



Dr Pradeep Philip
Chairman and Lead Partner, Deloitte



Sherry Duhe
Chief Financial Officer, Newcrest Mining



Aron Whillans
Managing Partner for Government, Education and Community Business, NAB



Jane Hunt
Chief Executive Officer, The Front Project



Paul Kenny
Partner, Sector Leader, Government, Allens



Peter Tompkins
CEO, Downer Group



Lesley Mackay
General Manager, The Smith Family



Benjamin Parker
Chief of Staff, HESTA



Kelly Grigsby
CEO, Municipal Association of Victoria



Jeff Connolly
CEO, Thales Australia



Jennifer Boulding
Chief Executive Officer, Programmed Health Professionals



Jim Frith
Managing Director Australia, McConnell Dowell



Riki Polygenis
Assistant Secretary, Fiscal and Monetary Policy Branch, Australian Treasury



Andrew Quinlan
Regional Manager, Vic/TAS, Chartered Accountants Australia and New Zealand



Andrew Wear
City Economist and Director of Economic Development and International, City of Melbourne

WESTERN AUSTRALIA



Rick Newnham
Commercial Manager, Kleenheat



Vanessa Torres
Chief Technical Officer, South32



Jodi Cant
Director General, WA Department of Finance



Jason Chan
Executive General Manager, Bankwest



Kirsten Rose
Executive Director, Future Industries, CSIRO



Chris Sutherland
Non-Executive Director, MACA



Andy Wood
Asia Regional Leader, Microsoft



Mark Glasson
CEO, Anglicare WA



David Harrison
Pro Vice Chancellor of Engagement and Communications, University of Notre Dame



Rebecca Brown
Director General, WA Department of Jobs, Tourism, Science and Innovation

QUEENSLAND



Tasman Graham
CEDA Individual Trustee



Janine Walker AM
Chair, Metro South Hospital and Health Board



Carolyn Evans
Vice Chancellor & President, Griffith University



Tanya Hornick
Strategic Partnership Manager, Australian Bureau of Statistics



Ben Malpass
Former Executive Vice President, Sales, TechnologyOne



Louise Dudley
President, Australian Water Association



Associate Professor Ben Lyons
Director, Rural Economies Centre of Excellence



Mark Scott
Chief Executive Officer; Managing Director, Hastings Deering; Sime Darby Industrial Australasia



Rebecca Tomkinson
CEO, The Chamber of Minerals and Energy of Western Australia

^ Denotes people who retired from a position during 2022-23.

LEAD MEMBERS



FINANCIAL REPORT

In the financial year 2022-2023, CEDA continued to invest in long-term revenue generation. During this period, CEDA reduced its net deficit to \$1.0 million, an improvement of \$0.9 million on the preceding financial year, driven by an expansion of member offerings and a notable uptick in face-to-face events (56 compared to 35 in 2021-2022).

Statement of profit or loss and comprehensive income

Operating revenue for the financial year of \$8.8 million rose by 22 per cent from 2021-2022 levels. This result was driven primarily by events, though there was growth across all revenue lines including education and membership. Non-operating revenue from investment returns also grew.

Total expenses for the year were \$10.5 million, a 12 per cent increase from the previous year. Increased expenses were driven by long-term investments in personnel for strategic growth and rising event expenses as volumes increased.

Statement of financial position

The net asset position decreased from \$9.3 million to \$8.3 million. Investment and cash

holdings decreased by \$0.2 million. Fixed non-current assets decreased by \$0.5 million, as property leases were renewed at lower rates and legacy technology systems were replaced with software-as-a-service products. Total liabilities increased by \$0.3 million, driven by increased prepaid membership and event revenue.

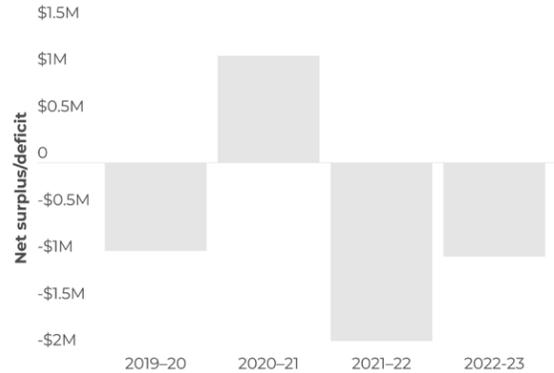
Statement of cash flows

Cash holdings reduced to \$1.4 million (compared to \$2.2 million in 2022). The net cash outflow from operating activities was \$0.5 million, with both inflows and outflows rising with increased business volumes. Recurrent business activity net outflows grew year on year. There was no withdrawal from investments (which in 2022 were \$0.5 million). Additionally, \$0.3 million in cash was used for financing activities, primarily for the repayment of lease liabilities.

Net deficit recorded

A net deficit of \$1.0 million was recorded for financial year 2023, with revenue growth outstripping expense growth.

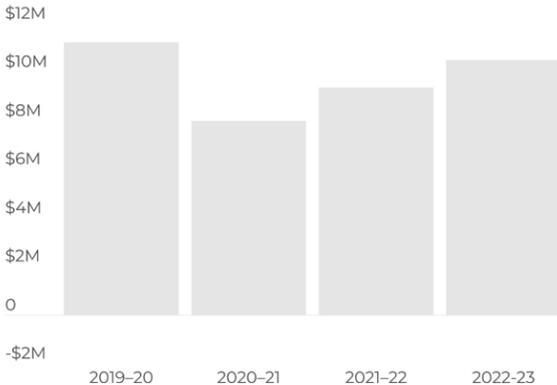
Net results



Continued investment increased expenses

Expenditure rose 12 per cent due to sustained investments in human resources, particularly in areas of long-term strategic growth including education and partnerships, and reduced vacancy in positions. Conference costs increased in line with an increase in event volumes.

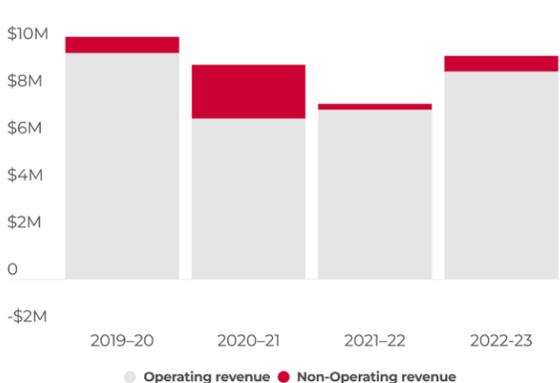
Total expenditure



Revenue growth

Total revenue increased by \$2.0 million year on year, as event volume increased, and products were repriced to maintain margins in light of inflationary cost pressures. Education revenue increased by 30 per cent, as the product range continued to grow.

Total revenue and income



Balance sheet reserves increase

The investment portfolio grew \$0.6 million throughout the financial year, with no contributions to or withdrawals from the portfolio in 2023 (in 2022 withdrawals were \$0.5 million). This long-term portfolio ensures CEDA's long-term financial resilience and can be used, with board approval, to support strategic development.

Investment portfolio

