

ceda annual report

2017-18



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

CEDA Annual Report 2017–18
© CEDA 2018
ISSN: 1832-8822

This publication is available on CEDA's website: www.ceda.com.au
For an emailed copy please contact the national office on 03 9662 3544
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Designed by: Robyn Zwar Graphic Design

Photography: CEDA photo library

Page 1: Speaking at CEDA events (clockwise from top right): Anti-domestic violence campaigner, Rosie Batty; Chobani Founder and CEO, Hamdi Ulukaya; Chief Scientist, Dr Alan Finkel AO; Federal Minister for Defence*, Senator the Hon. Marise Payne; Federal Treasurer*, the Hon. Scott Morrison; Foundation for Young Australians CEO, Jan Owen AO; CEDA CEO, Melinda Cilento; and Federal Leader of the Opposition, the Hon. Bill Shorten.

**Position at the time of address*

About CEDA

CEDA – the Committee for Economic Development of Australia – is an independent, not-for-profit membership organisation. We identify policy issues that matter for Australia's future and pursue solutions that deliver better economic, social and environmental outcomes for Australia.

CEDA's cross-sector membership spans every state and territory and includes more than 780 of Australia's leading businesses, community organisations, government departments and academic institutions.



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The 2017–18 financial year has been another highly successful year for CEDA. We ended the year in very good financial health and with an increase in our membership. We again delivered a rich program of events across the country and launched research reports addressing key issues on Australia's economic and social landscape.

CEDA's own strength and stability has coincided with a period of political instability, both here in Australia and abroad, and a palpable disconnect between the narrative around the need for economic growth and development for Australia's ongoing prosperity and the expectations of the community.

This disparity was clearly evident in findings from CEDA's research report, *Community Pulse 2018: the economic disconnect*, released in June. Our report showed that only a small percentage of Australians believe they have personally gained a lot from Australia's record run of economic growth.

The message that economic growth equals prosperity is not cutting through to the community. This indicates we lack a broad and deep consensus around the longer-term benefits and opportunities of economic reform. Those benefits need to be better matched with the aspirations of the community.

Good policy debate leading to better policy outcomes for Australia has never been more important. CEDA has an opportunity now to step up its influence in policy debate and play an important role in achieving better policy outcomes. And that's what we're doing.

In my message a year ago, I flagged a major project being undertaken to understand how best to leverage CEDA's strong position to further develop the cause of economic development in Australia.

Over the past year, we have engaged CEDA members and stakeholders to examine their views of CEDA's strengths, weaknesses and opportunities for CEDA to play a greater role in driving policy discussion and outcomes.

Out of this work, came some very clear messages. Members and stakeholders see a great opportunity for CEDA to lift its impact on policy debate and outcomes. But to do so we must be clearer about our purpose and role, sharpen our research focus and insights, advocate for issues in Australia's best interests, and reinvigorate how we communicate our ideas.

We are responding to these challenges and looking to use our financial and membership strengths to lay the foundations for CEDA to have greater impact in the years ahead.

To be clear, CEDA's purpose is to identify policy issues that matter for Australia's future and to pursue policy analysis and solutions to deliver better social, economic and environmental outcomes for Australia. CEDA has a strong track record of using its events to share information and ideas and to drive important



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policy debates but there are other ways in which CEDA will seek to achieve our purpose including by:

- influencing decision makers by delivering objective information and expert analysis and advocating for its positions
- facilitating collaboration and idea sharing
- informing thinking by providing a platform for ideas and debate
- leveraging insights from members.

CEDA is bolstering research resourcing and capabilities and will focus its own research on a narrower range of issues and areas that are critical to Australia's future and around which CEDA has comparative strengths. Leveraging the insights and engagement of CEDA's membership in support of our research and advocacy will further boost our efforts.

CEDA will also evolve how it communicates research, moving away from traditional lengthy, hard copy reports to shorter and more accessible research presented in various digital formats.

Two of CEDA's key strengths are its events and the breadth and reach of its membership. Each of these can be leveraged to greater extent in the identification of issues important to Australia's future and in the development of policy insights, priorities and solutions. That is why, in addition to our broad range of public events, CEDA will host more member only events to hear directly about the issues most important to our members and pursue collaborative approaches with members and stakeholders in pursuit of innovative policy solutions.

I hope that members will see these steps as responding to the feedback that we have sought and look forward to reporting in future on our progress. My expectation is the outcomes of CEDA's revitalised and refocused research and advocacy agenda will enable CEDA to play a key role in policy debate in Australia for years to come.

Paul McClintock AO
Chairman, CEDA



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In October I completed my first year at the helm of CEDA. It's been a busy and exciting year. I have enjoyed the opportunity to meet so many CEDA members and stakeholders across the country and hear their views.

CEDA ended the financial year in a strong position, recording a solid financial surplus and having grown our membership. As pleasing as this is, we cannot take our continued success for granted. There are areas where we can do better, and where we will need to do better if CEDA is to contribute to improved policy debate and outcomes. As indicated in the Chairman's message, CEDA is refocusing its research and advocacy agenda to help lay longer-term policy foundations for our nation's ongoing progress and prosperity.

Research and policy

In June we released the results from the first national poll carried out by CEDA in *Community pulse 2018: the economic disconnect*. On the back of inequality research earlier in the year, this survey explored the extent to which people feel connected to the benefits of economic growth and the policy issues important to their daily lives. In addition, CEDA released reports focused on housing and Australia's place in the world.

Membership

Over the year, CEDA's membership continued to grow, surpassing 780 members. Revenue from membership grew by 5.8 per cent. Of course, the importance of membership to CEDA goes well beyond revenue.

Our members contribute to CEDA's events through sponsorship, hosting or participating as a speaker. Members also contribute as authors and through participation in CEDA's advisory committees. CEDA would not be able to deliver our comprehensive program of events and research without the generous support of our members.

Events

In 2017–18 CEDA offered a great program of events, bringing leaders from government, business, community groups and academia to our stage and into our discussions.

We held slightly fewer public events over the year and so registration revenue decreased slightly. However, attendance at our events remained very strong overall.

Finance

CEDA is in a very strong financial position. In the last year we recorded a healthy surplus of \$2.18 million. Pleasingly, for the third consecutive year, CEDA received over \$2 million in sponsorship support, which contributed to increases in overall revenue. CEDA's balance sheet remains very healthy.



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Communications reach

In the past year we have made a conscious effort to be more available for media comment on our research. It is one of the ways we can broaden the impact of CEDA's research. CEDA achieved a significant increase in media mentions in the last year (up to 2276 from 1451 in the previous year), and our Community Pulse research was picked up widely, including in many regional communities across print and radio. We also achieved growth of 15–20 per cent in followers on social media channels and expanded the reach of our events by Tweeting from key events.

The launch of a new CEDA website and customer interface was a major undertaking in the past financial year. Not surprisingly in a project of this magnitude there were a few glitches and I wanted to express my appreciation to members for their patience on the way through. Via the new website, we've made significant speeches/presentations available via livestream to make them accessible to people who weren't able to attend. In addition, we have expanded our blog and added more video content to the website.

Future priorities

As outlined in the Chairman's report, CEDA has undertaken considerable work over the last 12 months to review our position and priorities. Some things will not change. We will continue to deliver a great program of events across Australia. But we will be working hard to build on our strengths to ensure we make an even stronger impact on policy debate in support of better economic, environmental and social outcomes in Australia.

Melinda Cilento
Chief Executive
CEDA



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CEDA – the Committee for Economic Development of Australia – is an independent, not-for-profit membership organisation.

We identify policy issues that matter for Australia's future and pursue solutions that deliver better economic, social and environmental outcomes for Australia.

We deliver on our purpose by:

- leveraging insights from our members to identify and understand the most important issues Australia faces
- facilitating collaboration and idea sharing to invoke imaginative, innovative and progressive policy solutions
- providing a platform to stimulate thinking, raise new ideas and debate critical and challenging issues
- influencing decision makers in government, business and the community by delivering objective information and expert analysis and advocating in support of our positions.

Research and policy

CEDA publishes research reports to encourage constructive debate and discussion on matters important to Australia's economic development. To do this we work with experts from universities, other non-profits and member organisations. The quality and independence of our research program has built CEDA's reputation as a leading independent voice on economic, social and business issues.

Events and forums

CEDA delivers a range of event types from private boardroom briefings to large public events covering the economic and social development of Australia. Our events provide opportunities to hear from leaders in business, government, academia and the community as well as to exchange knowledge and network with peers. They attract more than 39,000 attendees annually.

Membership

CEDA's cross-sector membership spans every state and territory and includes more than 780 of Australia's leading businesses, community organisations, government departments and academic institutions.

History

CEDA was founded in 1960 by leading economist Sir Douglas Copland. His legacy of applying economic analysis to practical problems to aid the development of Australia continues to drive our work today.



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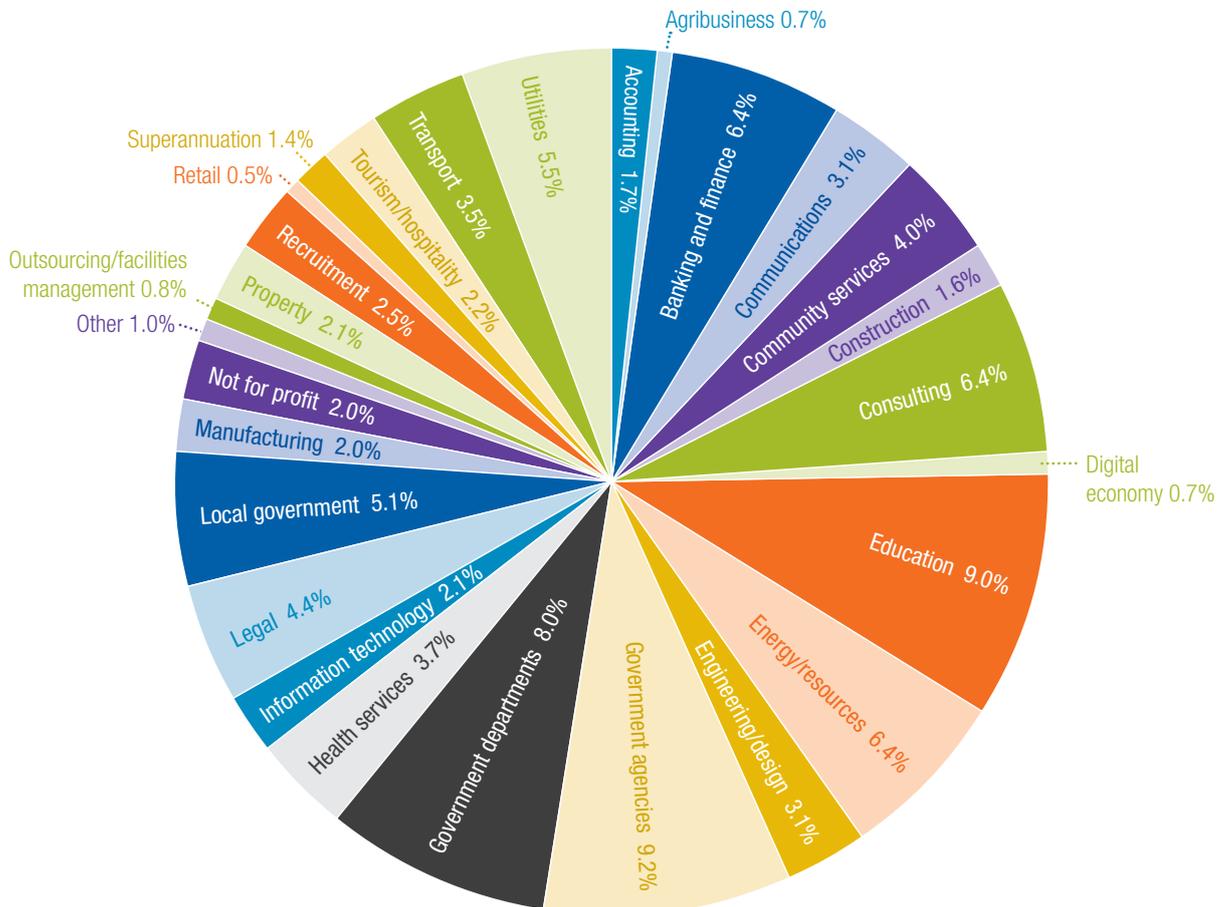
CEDA is a leader in the membership associations arena due to its membership diversity and depth. More than 780 leading businesses and organisations are members of CEDA.

CEDA is recognised by business, governments and the community as a thought leader and our members value their association with CEDA and our commitment to facilitating high-level bipartisan public policy dialogue.

Members	2015-16	2016-17	2017-18
National	76	73	83
State	573	573	583
Individual	58	47	56
Honorary	43	44	40
Contra*		8	5
Reciprocal*		20	30
TOTAL	750	765	797

*contra and reciprocal memberships were first reported as separate categories of membership for NSW/ACT and Victoria/Tasmania in the 2016-17 financial year. Prior to that these membership categories were recorded as state memberships.

Membership by sector





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Membership breakdown

List of new national members in 2017-18

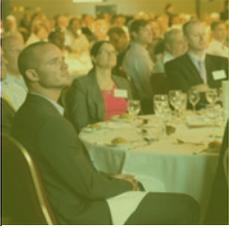
CEDA is pleased to have welcomed the following new national members in 2017-18:

Accenture Australia	BAE Systems	Mercer
Alinta Energy	Commonwealth Treasury	Plenary Group
Aurecon Group	Davidson	Property Council of Australia
Australian Bureau of Statistics	ERM Power	Spotless
Australian Unity	Esri Australia	SkillsIQ

CEDA national members at 30 June 2018*

ABB Australia	Australian Rail Track Corporation	DXC Technology
ACIL Allen Consulting	Bendigo Bank	EY
Advisian	BHP	Ferrier Hodgson
AECOM	Bupa	First State Super
AEMO	Cardno	Fragomen
AGL	Chartered Accountants Australia and New Zealand	GHD
Allens	Clayton Utz	Google
ANZ Banking Group	Commonwealth Bank of Australia	Herbert Smith Freehills
APA Group	CPB Contractors	HESTA
Arup	CQUniversity	IBM
Ashurst	CSIRO	Jacobs
Austrade	Deloitte	John Holland
Australia Post		KPMG

* not including new members listed above



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McConnell Dowell	Reserve Bank of Australia	Telstra
McKinsey & Company	Rio Tinto	Transdev
Microsoft	RSM	Transurban
Minerals Council of Australia	SEEK	TRILITY
Mitsubishi Australia	Serco	Uber
National Australia Bank	Shell Australia	UniSuper
Nous Group	Siemens	Westpac
Philips Electronics	Stellar Asia Pacific	Woods Bagot
PwC Australia	Stockland	WSP

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CEDA's objective in publishing research is to encourage constructive debate and discussion on matters of national importance.

In the past financial year, CEDA has begun to refocus its research program to examine the purpose of economic growth and development and how to better connect people to their benefits.

Research undertaken in 2018 will help in determining the key research themes that CEDA will pursue over coming years.

CEDA's 2017–18 research program began with the release of a policy perspective report examining the issue of housing in Australia followed by an analysis of Australia's place in the world in a time of change and uncertainty.

How unequal? Insights on inequality, responded to growing questions about who was benefitting from economic growth and was released in April.

In June CEDA released *Community Pulse 2018: the economic disconnect*, our first nation-wide poll exploring Australians' attitudes to work, education, health, community and the economy.

Looking forward to 2018–19, CEDA's research will examine the purpose of economic growth and development in Australia and how to connect people to the progress enabled by growth. This work will form the backbone of CEDA's medium-term research agenda.

Expertise guiding CEDA's research agenda

CEDA's Council on Economic Policy (CCEP) and Research and Policy Committee (RPC) guide the development of CEDA's research agenda and contribute to the quality and independence of the published work. The CCEP comprises some of Australia's most senior economic and public policy experts. They identify trends and issues warranting research attention, explore associated policy reform and develop themes for CEDA research.



Housing Australia was released in August 2017, one of three policy perspectives published by CEDA in 2017–18.

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In 2017–18 CEDA published three policy perspectives:

- *Housing Australia*
- *Australia's place in the world*
- *How unequal? Insights on inequality*

CEDA also published *Community pulse 2018: the economic disconnect*, based on CEDA's first nation-wide poll, and five state-based companion papers.

Policy perspective: Housing Australia

CEDA's policy perspective *Housing Australia* considered the great Australian dream of owning your own home. The report found housing affordability issues are likely to persist in some capital cities and could have longer-term economic implications for Australia. It called for a greater focus on the issue of land supply.

The report found that, barring any major economic jolts, demand pressures are likely to continue over the next 40 years and supply constraints will continue. This is particularly the case in capital cities with a growing population and where an increasing proportion of Australia's population are expected to reside.

One component of the report considered the impact of housing affordability on the poorest citizens and included a recommendation by Dr Judith Yates that Australia needs annually 20,000 new dwellings affordable to low-income people.



Housing Australia was launched in Sydney on 1 September 2017 with a keynote address from Shadow Treasurer, the Hon. Chris Bowen (Right). PwC Partner, Infrastructure and Urban Renewal, Amy Brown (left) also addressed the event.

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Another key issue highlighted in the report was that the current structure of land supply may inadvertently make it in developers' interests to drip feed dwellings into the market. A key difficulty in drawing policy recommendations for Australia is a lack of consistent and rigorous data available on supply of land for development in Australia and its correlation to housing prices.

CEDA provided recommendations for government at all tiers that should be further explored to address some of the issues highlighted including:

- relaxing planning restrictions, particularly those imposed by local councils, making them more consistent and allowing for increased density
- developing consistent planning and funding models for transport infrastructure to better connect new housing developments to the various employment hubs
- improving protections for long-term renters
- further relaxing rules around the means testing of income received from downsizing in situations where it results in greater housing density
- moving towards annual land tax in place of transaction taxes on housing such as stamp duty
- taxing a larger component of capital gains.



Events were held across the country to coincide with the release of the Housing Australia report.

Above: Monash University Adjunct Professor in Economics, Professor Rod Maddock facilitates a panel discussion on housing affordability with First State Super Chief Investment Officer, Damien Graham (centre) and Community Housing Industry Australia CEO, Peta Winzar (right) in Melbourne.

Right: Bankwest Curtin Economics Centre Deputy Director, Professor Rachel Ong Viforj addresses CEDA WA's event on housing affordability in Perth.



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Policy perspective: Australia's place in the world

Released in November 2017, CEDA's policy perspective examined *Australia's place in the world* at a time of unprecedented change and uncertainty.

CEDA assembled leading thinkers on the global economy, global security and global governance to analyse the current state of play and assess how Australia is responding.

The report found a backlash against globalisation, the rise of protectionist sentiment and concerns around cyber security and the future of global governance are key global challenges facing Australia's policy makers and the economy.

Australia faces challenges to our national security, the way we conduct trade and manage our alliances. On the other hand, there are significant opportunities including the potential for Australia to become a world leader in the field of cyber security.

Policy perspective: How unequal? Insights on inequality

CEDA's policy perspective *How unequal? Insights on inequality* found that although overall levels of inequality in Australia have remained relatively unchanged since 2007, stagnant incomes, widening gaps in opportunity based on where people live and go to school and anxiety about the impact of rapidly emerging technologies are contributing to concern about inequality.



Australia's place in the world was launched in Canberra in November 2017 by Federal Minister for Defence Industry, the Hon. Christopher Pyne. The event was addressed by report co-author Australian National University Professor of International Affairs and Dean of the College of Asia and the Pacific, Professor Michael Wesley (left).



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The report examined:

- the distribution of benefits from Australia's prolonged period of economic growth
- whether inequality has increased in Australia during this period
- where policy interventions could assist.

The report's recommendations included:

- that the Commonwealth Government request the Productivity Commission undertake periodic independent reviews of inequality in Australia
- adjusting the level of Newstart payments to a more appropriate benchmark and indexation arrangement to ensure adequacy over time
- implementation of place-based initiatives and more targeted assistance for areas of entrenched disadvantage
- a comprehensive review of Vocational Education and Training in Australia to underpin future funding arrangements and ensure it can meet the training and reskilling needs of the Australian workforce
- that the Commonwealth Government should explore the adequacy of superannuation, pension and savings products for contingent workers and whether action is necessary to ensure sufficient retirement income for those workers
- measures to address housing affordability, including a larger component of capital gains taxed, moving to annual land tax instead of transactional taxes such as stamp duty and relaxing planning restrictions to allow increased housing density.

How unequal? Insights on inequality was released in April 2018. Report co-authors (left to right) University of New England UNE Business School Professor of Management, Professor Alison Sheridan; Murdoch University Associate Professor of Education Policy, Laura B Perry and Chairman, Jesuit Social Services, Patricia Faulkner AO take part in a panel discussion with CEDA CEO, Melinda Cilento at the report's launch in Melbourne.



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Community pulse 2018: the economic disconnect

In June CEDA released a research report based on its first nation-wide poll of nearly 3000 Australians to examine their attitudes to economic growth.

Community pulse 2018: the economic disconnect revealed most Australians do not feel they have personally gained, or don't know if they have gained, from Australia's record run of economic growth.

Instead, Australians were more likely to report that large companies, senior executives and foreign shareholders have gained the most.

Government delivery of critical services and support in health, aged care and law and order were top priorities for Australians. By contrast, key issues around supporting business competitiveness, from reducing the company tax rate and red tape to supporting new industry, ranked as least important for poll respondents.

The poll also showed that people over 50 and those outside of capital cities were more likely to feel they had not gained at all from economic growth; the majority of Australians do not think the gap between the richest and poorest in Australia is acceptable; and more than 30 per cent are finding it difficult or very difficult to live on their current incomes.



Community pulse: the economic disconnect was launched at the State of the Nation conference in Canberra in June. Top (left) Collins | Gartrell Partner, Tim Gartrell and (centre), Council of the Ageing Chair and ANZ Banking Group Non-Executive Director, Jane Halton AO PSM discuss the research. Bottom (left) Foundation for Young Australians CEO, Jan Owen AM with CEDA CEO, Melinda Cilento at the report's launch.

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Key findings from *Community Pulse 2018: the economic disconnect* included:

- Five per cent of people believe they have personally gain a lot.
- Forty-four per cent of people did not feel like they had gained at all.
- Eleven per cent didn't know if they had gained.
- Those outside capital cities were less likely to feel they had gained.
- People over 50 were more likely to feel they had not gained at all.
- Thirty-one per cent of people are finding it difficult to live on their current income.
- Seventy-four per cent of people believe large corporations have gained a lot.
- Seventy-nine per cent of people believe the gap between the richest and poorest Australians is unacceptable.

The nation-wide poll was conducted with a representative sample of the Australian population with sample sizes in each state large enough to draw meaningful state-level conclusions.

CEDA also produced five companion papers to the main report that summarised state-level results in New South Wales, Queensland, South Australia, Victoria and Western Australia.

Big Issues survey

In 2017–18 CEDA again conducted the Big Issues survey. The annual CEDA Big Issues survey was conducted over two weeks in November 2017. The survey consisted of 14 questions designed to provide a snapshot of the business community's views heading into 2018. The survey covered energy policy, inequality, housing affordability and tax reform.

The survey found delivering secure reliable energy is more important than lowering the cost and environmental factors but opinions on the best energy policies to deliver this were divided. Key findings included:

- Respondents ranked delivering secure reliable energy as the most important priority, over cost for households and business and environmental factors.
- Housing affordability remains a key issue for respondents, with 80 per cent saying it was very or somewhat important for government to address this issue.
- Almost 80 per cent of respondents strongly or somewhat agreed that inequality is an issue in Australia and the issues that needed to be addressed were wealth inequality and Indigenous inequality.
- The top priorities reported by survey respondents for tax reform were broadening the base of the GST and raising the rate of GST.



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Economic and Political Overview (EPO)

Each year CEDA's Economic and Political Overview aims to deliver a wrap-up of the previous year and an outlook on the year ahead, providing CEDA members with insight on the policy and economic front.

In the 2018 edition released in February, author of the economic overview, Commonwealth Bank of Australia Chief Economist and Managing Director, Economics, Michael Blythe noted the economy was well placed at the start of 2018 with the country having celebrated its 26th consecutive year of economic growth in 2017. However, growing household debt at a time of weak income growth was noted as a risk to the economy.

The political overview by Monash University Senior Lecturer Dr Narelle Miragliotta reported 2017 had been dominated by the ongoing fracturing of the political right with implications for Prime Minister Malcolm Turnbull's leadership, the internal stability of the Liberal Party and Coalition more generally.

In addition to the economic and political reviews, the 2018 EPO included chapters on information accuracy in the digital news age that examined the phenomenon of fake news and its potential impact on democracy. The report also looked at whether Australia should adopt a four-year parliamentary term.



EPO events were held across the country in February and March. Top: AsiaLink Business CEO, Mukund Narayanamurti (left) and Navitas Chairman, Professor Emerita Tracey Horton AO (right) spoke at the EPO event in Perth.

Bottom: EPO co-authors McKinsey & Company Partner, Dr Tim Fountaine (left) and Commonwealth Bank of Australia Chief Economist and Managing Director, Economics, Michael Blythe (right) address the EPO launch event in Brisbane.



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CEDA events provide an opportunity to be informed, to engage and to discuss the economic and social development of Australia. They attract more than 39,000 attendees annually.

CEDA delivers a range of event types from private boardroom briefings to large public events. Our events provide opportunities to hear from leaders in business, government, academia and the community as well as to exchange knowledge and network with peers.[^]

National event highlights

Annual Dinner with the Hon. Paul Keating

Former Prime Minister, the Hon. Paul Keating took to the CEDA stage for the first time in more than 20 years to deliver an address to CEDA's Annual Dinner in Sydney in November 2017. In his address, Mr Keating recounted the economic reforms of the 1980s and 90s that opened the Australian economy to global competition.

Mr Keating named these economic reforms, the rise of China and technological change as the three major economic transformations of our times. He urged Australia to resist nostalgia for past reforms. Essential elements of our next major advance he said would be imagination and boldness.

Copland Lecture

Rio Tinto CEO, Jean-Sébastien Jacques delivered the 2018 Copland Lecture in Melbourne in March. Mr Jacques joined a distinguished list of international figures including Nobel Laureates, business leaders and politicians to have delivered the Copland Lecture, which was established in honour of CEDA's founder, Sir Douglas Berry Copland.



Left: Former Prime Minister the Hon. Paul Keating delivered the Annual Dinner address in November 2017. Right: Rio Tinto CEO Jean-Sébastien Jacques delivered the 2018 Copland Lecture in Melbourne in March.

[^] Speakers' titles relate to positions held at the time of CEDA's event and may not be the speaker's current position.



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In his address Mr Jacques discussed challenges organisations face in a time of rapid change and disruption. He said business is being asked to lend its social and reputational capital in areas it has not done so before. Businesses must now connect with all kinds of people including community members, government leaders and policy makers, employees and civil society.

Economic and Political Overview series

CEDA's annual Economic and Political Overview (EPO) events are held across Australia during February and March to coincide with the release of the EPO publication. The events and publication provide analysis and business intelligence on the economic and political environment in which we will operate for the year ahead.

In 2018, nine EPO events took place, taking in all state and territory capital cities and Townsville. Among the speakers were report authors Commonwealth Bank of Australia Chief Economist and Managing Director, Economics, Michael Blythe and McKinsey & Company Partner, Dr Tim Fountaine. Other speakers included federal and state government ministers and leaders of business, academia, community groups and peak bodies.

State of the Nation

CEDA's annual State of the Nation conference brings together the best public policy minds from politics, business, academia and community organisations for open discussions on the key issues facing Australia's economic and social development.

The 2018 State of the Nation took place in Canberra on 25-26 June. Around 30 speakers provided keynote addresses and took part in panel discussions on the conference theme of *Building Australia's economic and social resilience*.



Events to discuss CEDA's 2018 Economic and Political Overview took place across the country in February and March. In Canberra The Australian Financial Review Political Reporter Andrew Tillett (top left) and ACT Chief Minister the Hon. Andrew Barr (top right) spoke at the ACT event.



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In 2018 the conference addressed:

- the current and future policy agenda in Canberra and across the nation
- how to build consensus on a new economic reform agenda
- case studies of what works to improve economic and social outcomes
- opportunities for new thinking and approaches in the digital age.

The conference kicked off with a keynote address by the then Federal Treasurer the Hon. Scott Morrison. Other keynote addresses were delivered by Deputy Prime Minister and Federal Minister for Infrastructure and Transport, the Hon. Michael McCormack; Federal Leader of the Opposition, the Hon. Bill Shorten; Federal Minister for Urban Infrastructure and Cities, the Hon. Paul Fletcher; Federal Minister for Social Services, the Hon. Dan Tehan; Regional Institute of Australia CEO, Jack Archer; National Cyber Security Advisor and Head of the Australian Cyber Security Centre, Alastair MacGibbon; Infrastructure Australia CEO, Philip Davies; and Lateral Economics Founder and CEO, Dr Nicholas Gruen.

In addition, a keynote dinner discussion took place with Victorian Treasurer, the Hon. Tim Pallas and NSW Treasurer, the Hon. Dominic Perrottet. The treasurers discussed how delivering policy outcomes for the community across a range of areas requires more effective Commonwealth-state collaboration and healthy budgets.



Top: (left) Navitas Non-Executive Director, Lisa Paul AO PSM and (right) The Smith Family CEO, Dr Lisa O'Brien take part in a panel discussion on creating a resilient workforce for the future at State of the Nation. Bottom: (left) Federal Leader of the Opposition, the Hon. Bill Shorten and then Federal Treasurer the Hon. Scott Morrison delivered keynote addresses.



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Panel sessions addressed:

- community attitudes to growth
- creating a resilient workforce for the future
- resilient regions: the regional communities that are working and why
- collaboration and innovation for social change
- empowering consumers in the new economy.

State of the State series

Each year CEDA presents State of the State events around the country, providing an opportunity for Premiers to outline their forward agenda and vision. In 2017–18 CEDA welcomed:

- Premier of Queensland, the Hon. Anastacia Palaszczuk
- Premier of New South Wales, the Hon. Gladys Berejiklian
- Premier of Western Australia, the Hon. Mark McGowan
- Premier of Tasmania, the Hon. Will Hodgman
- Premier of South Australia, the Hon. Steven Marshall

In addition to these events, CEDA national and state series events provide in-depth discussion on key topics, such as transport, infrastructure, health, energy and women in leadership throughout the year.



CEDA welcomed five Premiers to State of the State events in 2017–18. Top: (left) Premier of NSW, the Hon. Gladys Berejiklian; and (right) Premier of Queensland, the Hon. Anastacia Palaszczuk. Bottom: (left to right) Premier of Western Australia, the Hon. Mark McGowan; Premier of Tasmania, the Hon. Will Hodgman; and Premier of South Australia, the Hon. Steven Marshall.

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Energy and resources series

The Australian energy and resources industry is in a period of transition. In 2017–18 CEDA continued to drive conversation on this industry, which has shaped the Australian economy. Events examined policy and market developments as well as the impact of new technology and future opportunities for investment.

Series highlights included:

[WA Annual Resources Overview](#) (October 2017, WA)

Speakers: Fortescue Metals Group Director of Operations, Greg Lilleyman; Northern Minerals Managing Director and CEO, George Bauk; Independence Group NL, Managing Director and CEO, Peter Bradford; Tianqi Lithium Australia General Manager, Phil Thick.

[Energy keynote address by Josh Frydenberg](#) (December 2017, VIC)

Speaker: Federal Minister for Environment and Energy, the Hon. Josh Frydenberg.

[New directions in energy policy](#) (April 2018, NSW)

Speakers: Transgrid CEO, Paul Italiano; Energy Security Board Chair, Dr Kerry Schott AO; AGL Energy CEO, Andy Vesey.

[Energy series event: Rod Sims](#) (May 2018, QLD)

Speaker: ACCC Chairman, Rod Sims.

[Energy innovation](#) (June 2018, SA)

Speakers: Monash University Net Zero Initiative and Microgrid Project Program Director, Tony Fullelove; Telstra Head of Telstra Energy, James Garraty; ClimateWorks Australia CEO, Anna Skarbek.

[Mining and resources overview](#) (June 2018, SA)

Speakers: OZ Minerals Managing Director and CEO, Andrew Cole; Finlaysons Head of Environment, Climate Change and Planning, Kyra Reznikov; the University of Adelaide Institute for Mineral and Energy Resources Executive Director, Professor Stephen Grano.



Left: Energy Security Board Chair, Dr Kerry Schott AO addresses the New directions in energy policy event in NSW and (right) panelists in discussion at WA's Annual Resources Overview.



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Cities and infrastructure series

Australia's cities are expanding and with this, the need to plan and build infrastructure and transport that can safely and reliably support the population, while also improving 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. CEDA events in 2017–18 asked what is the best way forward for our cities?

Series highlights included:

Transport infrastructure series: Ministerial keynote (August 2017, NSW)

Speakers: NSW Minister for Transport and Infrastructure, the Hon. Andrew Constance; Deloitte Principal, Technology, Strategy and Advisory, Mark Siddall; Transurban Group General Manager, Technology, Lisa Tobin.

The future of mobility (March 2018, NSW)

Speakers: Electric Vehicle Council CEO, Behyad Jafari; Uber Head of Public Policy and Government Relations, Australia & New Zealand, Jessika Loeffstedt; NRMA CEO, Rohan Lund; Deloitte Partner - Future of Mobility Lead, Kellie Nuttall.

City economics: policy, planning, growth (March 2018, QLD)

Through the lens of the Productivity Commission's *Five-year Productivity Review*, this event provided an overview of the new economies of cities and the need to balance policy, planning and growth.

Speakers: REA Group Chief Economist, Nerida Conisbee and Productivity Commission Chairman, Peter Harris AO.

Delivering on the infrastructure boom (June 2018, VIC)

Speakers: Victorian Department of Economic Development, Jobs, Transport and Resources Coordinator-General, Major Transport Infrastructure Program, Corey Hannett; Consult Australia CEO, Megan Motto; Transurban Group Executive, Development, Vin Vassallo.



CEDA assembled panels of experts to discuss (left) Delivering on the infrastructure boom in Victoria in June 2018 and (right) transport infrastructure in NSW following a keynote address by NSW Minister for Transport and Infrastructure the Hon. Andrew Constance.

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Education series

The education system is a critical contributor to Australia's economy. As one of Australia's biggest exports there are many questions that need addressing including:

- What is the future of the education system in Australia?
- How can unique individual requirements be met?
- Where does funding come from – government, public, private?
- Does the online environment change how people are educated, and if so, how?
- What is the role for business and industry?

Further to the education system itself, discussions also need to centre on workforce reform and the future of work.

In 2017–18 CEDA put together events with cross-sector speakers and influencers to drive discussion on education.

Series highlights included:

Skilling Australia: future directions for VET (July 2017, VIC)

Speakers: Federal Assistant Minister, Vocational Education and Skills, the Hon. Karen Andrews; Box Hill Institute Group CEO, Norman Gray AM; Melbourne Polytechnic CEO, Robert Wood; Skills for Australia CEO, Sara Caplan.

Higher education review with WA's Vice-Chancellors (July 2017, WA)

Speakers: Edith Cowan University Vice-Chancellor and President, Professor Stephen Chapman; CQUniversity Associate Vice-Chancellor, Professor Trevor Davison; University of Western Australia Vice-Chancellor, Professor Dawn Freshwater; Murdoch University Acting Vice-Chancellor, Professor Andrew Taggart; and Curtin University Vice-Chancellor, Professor Deborah Terry AO.



Curtin University Vice-Chancellor, Professor Deborah Terry AO (centre) takes a question during a panel discussion with WA Vice-Chancellors.



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Graduates for the future of work: NSW Vice-Chancellors

(October 2017, NSW)

Speakers: The University of Sydney Vice-Chancellor and Principal, Dr Michael Spence AC; University of Technology Sydney Vice-Chancellor and President, Professor Attila Brungs; The University of Newcastle Vice-Chancellor and President, Professor Caroline McMillen; Western Sydney University Vice-Chancellor and President, Professor Barney Glover.

The future of education (March 2018, SA)

Speaker: Wilderness School Principal and SACE Board of South Australia Presiding Member, Jane Danvers.

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 businesses operate.

CEDA events in 2017–18 explored this topic with influential speakers as well as companies who have successfully integrated disruption and innovation into their business strategy.

Series highlights included:

Disruption, innovation and connection (July 2017, WA)

Speakers: Siemens Chairman and CEO and Prime Minister's Industry 4.0 Taskforce Chairman, Jeff Connolly; ESRI Australia State Manager - Business Development, Lisa Dykes; WSP Intelligent Infrastructure Executive, Pascal Felix; CIO Chief Executive and Government Chief Information Officer, Giles Nunis.



Left to right: Microsoft Australia Managing Director, Steven Worrall speaks in South Australia; Aurecon Global Director, Design to Innovate, Maureen Thurston addresses an event in Victoria; and ESRI Australia State Manager – Business Development, Lisa Dykes.



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The innovation imperative (August 2017, NSW)

Speakers: Chobani Founder and CEO, Hamdi Ulukaya; Australia Post Executive General Manager – Trusted eCommerce Services and Group Chief Digital Officer, Andrew Walduck; Telstra Director - Innovation, Ayala Domani.

Creating value with design thinking (April 2018, VIC)

Speakers: Aurecon Global Director, Design to Innovate, Maureen Thurston; SEEK Product Director, Nicole Brolan.

Artificial intelligence: impact, opportunity, regulation (May 2018, NSW)

Speakers: Chief Scientist of Australia, Dr Alan Finkel AO; Daisee Co-Founder and CEO, Richard Kimber; IBM Head, Automation, Australia and New Zealand, Deborah Walker.

Securing the future workforce (February 2018, SA)

Speakers: Microsoft Australia Managing Director, Steven Worrall; Flinders University Australian Industrial Transformation Institute Director, Professor John Spoehr.

Global disruption – local economic impacts (November 2017, QLD)

Speakers: Suncorp Group Chief Financial Officer, Steve Johnston; Griffith University School of Government and International Relations Associate Professor, Dr Wes Widmaier.



Top: SEEK Product Director, Nicole Brolan addresses CEDA's Creating value with design thinking event in Melbourne. Bottom: (left) Chobani Founder and CEO, Hamdi Ulukaya and (right) Chief Scientist, Dr Alan Finkel AO addressed CEDA events on innovation and artificial intelligence respectively.



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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.

In 2017–18 CEDA events promoted discussion on Australia's health system. Events examined efficient service delivery, innovative and cost-effective funding models and meeting today's requirements while planning for the future.

Series highlights included:

Aged care reform (October 2017, VIC)

Speakers: Aged Care Legislated Review Independent Reviewer, David Tune AO PSM; Benetas CEO, Sandra Hills OAM; Bupa Aged Care Australia Chief Operating Officer, Maureen Berry; COTA Australia CEO, Ian Yates AM.

Digital health (November 2017, SA)

Speakers: Australian Digital Health Agency CEO, Tim Kelsey; High Speed2 Executive Chairman, Sir David Higgins; Health Informatics Society of Australia CEO, Dr Louise Schaper PhD FACHI CHIA; PwC National Digital Health Leader, Richard Royle.



Above: Australian Digital Health Agency CEO, Tim Kelsey spoke at CEDA events in South Australia and Victoria in 2017–18.



Right: Consumers Health Forum of Australia CEO, Leanne Wells spoke to a patient-centred health event in Queensland.



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Patient-centred future? (November 2017, QLD)

Speakers: Bond University Centre for Research in Evidence-Based Practice Director, Professor Paul Glasziou; Royal Australian College of General Practitioners, Dr Edwin Kruys, MD FRACGP GAICD AdDipProjMgt; Federal Assistant Minister for Social Services and Disability Services, the Hon. Jane Prentice; Consumers Health Forum of Australia CEO, Leanne Wells.

Technology, data and innovation in healthcare (April 2018, NSW)

Speakers: NSW Health Chief Health Officer and Deputy Secretary Population and Public Health, Dr Kerry Chant PSM; Medtronic Australasia Senior IT Director Australia and New Zealand, CVG APAC and IHS APAC, Matt McGlynn; Australian Digital Health Agency Chief Medical Adviser, Clinical Professor Meredith Makeham.

Shaping WA – aged care: consumer-centric future (June 2018, WA)

Speakers: Federal Minister for Aged Care and Minister for Indigenous Health, the Hon. Ken Wyatt AM; HESTA CEO, Debby Blakey; Hall & Prior Health and Aged Care Group CEO, Graeme Prior; Geriatrician and Panel Member, Sustainable Health Review, Dr Hannah Seymour.

Women in Leadership series

Since 2010 CEDA has held more than 100 events across Australia seeking to engender discussion about Women in Leadership. Over 250 presentations have been delivered at these events. 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. In 2017–18 CEDA continued to lead this discussion.



CEDA's Women in Leadership series welcomed Workplace Gender Equality Agency Director, Libby Lyons to present the findings of the 2016 Australian Gender Equality Scorecard. Ms Lyons spoke at CEDA events in NSW, Queensland, South Australia and Victoria.





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Series highlights included:

Women in Leadership: redefining workforce (July 2017, QLD)

Speakers: Remote Research Ranges CEO and Founder and World of Drones Congress Co-Creator and Technical Convenor, Dr Catherine Ball; Federal Department of Employment Secretary, Renée Leon PSM; Foundation for Young Australians CEO, Jan Owen AM; EY Partner, People Advisory Services, Dr Juliet Andrews.

Diversity, leadership and cultural change (April 2018, VIC)

Speakers: Victorian Equal Opportunity and Human Rights Commission Commissioner, Kristen Hilton; Victoria Police Deputy Commissioner, Wendy Steendam; Christchurch Hospital Department of Paediatric Surgery Clinical Director, Professor Spencer Beasley.

Gender and diversity – the policymakers (October 2017, WA)

Speakers: WA Member for Cowan, Dr Anne Aly; UN Association of Australia Executive Director, Elizabeth Shaw; WA Minister for Child Protection; Women's Interests; Prevention of Family and Domestic Violence; Community Services, the Hon. Simone McGurk.

Valuing your talent pipeline (November 2017, NSW)

Speakers: Workplace Gender Equality Agency Director, Libby Lyons; Author and Journalist, Catherine Fox; Stockland Managing Director and CEO, Mark Steinert.

The diversity and inclusion imperative (March 2018, NSW)

Speakers: Supply Nation CEO, Laura Berry; AMP Capital Funds Management Non-Executive Director and Chair of Audit and Risk Committee, Ming Long; Australian Marriage Equality Co-Chair, Janine Middleton.

Women in Leadership Series: the year in review (December 2017, SA)

Speakers: Author and social commentator, Jane Caro; and author and journalist, Catherine Fox.

Author and journalist Catherine Fox (left) joined author and social commentator, Jane Caro (right) to review 2017 at CEDA's Women in Leadership event in Adelaide.





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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.

In 2017–18 CEDA events examined how the regions can take advantage of opportunities and what is in place to support future growth. Events also explored what's ahead for the nation's agricultural industry.

Series highlights included:

Agribusiness outlook: investment, innovation and growth (July 2017, NSW)

Speakers: Foreign Investment Review Board Chairman, David Irvine AO; Food Innovation Australia Ltd Managing Director, Dr Mirjana Prica; ANZ Director - Agribusiness Insights, Michael Whitehead.

Mayors panel: reinventing the regions (August 2017, VIC)

Speakers: Regional Development Victoria CEO, James Flintoft; Latrobe City Council Mayor, Cr Kellie O'Callaghan; Wodonga City Council Mayor, Cr Anna Speedie; and Ballarat City Council Mayor, Cr Samantha McIntosh.

Newcastle and Hunter Region Economic Development Forum

(September 2017, NSW)

Speakers: Productivity Commission Commissioner, Paul Lindwall; Greater Sydney Commission District Commissioner – West Central, Professor Edward Blakely; Port of Newcastle CEO, Geoff Crowe; Parliamentary Secretary for Planning, the Central Coast and the Hunter, Scot MacDonald.



Greater Sydney Commission, District Commissioner and Cities Leadership Institute Director, Professor Ed Blakely (left) and University of Newcastle Vice-Chancellor and President, Professor Caroline McMillen were among the speakers at CEDA's Newcastle and Hunter Region Economic Development Forum.



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Release of the 5-Year Productivity Review (October 2017)

CEDA welcomed the then Federal Treasurer, the Hon. Scott Morrison to deliver a keynote economic address in which he launched the Productivity Commission's 5-Year Productivity Review.

Speaker: Federal Treasurer, the Hon. Scott Morrison

New South Wales

Sydney 2030: planning that enables economic growth (October 2017)

To keep pace with record levels of growth, Sydney requires more jobs, new and affordable housing options, and better connected infrastructure. This event examined: the capacity to enhance economic growth through planning policy that emphasises equity, connectivity, liveability; demographic drivers that will determine how modern Sydney will evolve; and the role of innovation and technology in enhancing productivity from the built environment.

Speakers: Greater Sydney Commission Chair, Lucy Turnbull AO; University of Sydney John Grill Centre for Project Leadership, Better Infrastructure Initiative Executive Director, Garry Bowditch; NSW Minister for Planning, Minister for Housing and Special Minister of State, the Hon. Anthony Roberts.



Right: Greater Sydney Commission Chair, Lucy Turnbull AO and (above) NSW Minister for Planning, Minister for Housing and Special Minister of State, the Hon. Anthony Roberts address the Sydney 2030 event.



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[ACCC's enforcement and compliance policy update 2018](#) (February 2018)

CEDA welcomed ACCC Chairman, Rod Sims, to deliver the annual Enforcement and Compliance Policy update in his first public address for 2018. Mr Sims reviewed the ACCC's activities in 2017, outlined challenges facing the national competition and consumer regulator and set out its priorities for 2018.

Speaker: ACCC Chairman, Rod Sims.

[Insights into Snowy 2.0](#) (June 2018)

This event examined the Snowy 2.0 project and its potential to transform Australia's energy sector, infrastructure and markets. Featuring a keynote address by Snowy Hydro Managing Director and CEO, Paul Broad, this event covered the transformative impact of the Snowy 2.0 project and implications for Australia's energy sector and national electricity market; insights into the project's feasibility and forward milestones; and how dispatchable energy generation meets changing market needs, promotes system security and reliability, and helps meet Australia's global climate change targets.

Speaker: Snowy Hydro Managing Director and CEO, Paul Broad.

[NSW post-budget address](#) (June 2018)

CEDA welcomed NSW Treasurer, the Hon. Dominic Perrottet for a special address, delivered following the release of the 2018–19 NSW State Budget. The event examined NSW economic forecasts for 2018–19 and beyond; investment needed to retain high-quality services and infrastructure; and anticipated economic headwinds that will impact the state bottom line. The event also featured an update from NSW TCorp Chief Executive, David Deverall on TCorp and the TCorp borrowing program.

Speakers: NSW Treasurer, Minister for Industrial Relations, the Hon. Dominic Perrottet; NSW Treasury Corporation CEO, David Deverall.



Snowy Hydro Managing Director and CEO, Paul Broad gave insights into the Snowy 2.0 project.



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Queensland

Queensland Economic Development Forum (July 2017)

CEDA's annual Queensland Economic Development Forum presented ideas for whole-of-state growth, focusing on the development of regional Queensland and strong policy for the future.

Speakers: Minister for Natural Resources and Mines, the Hon. Anthony Lynham; Northern Australia Infrastructure Facility CEO, Laurie Walker; Heritage Bank CEO, Peter Lock; Coles Group Chief Economist, Peter Crone.

Papua New Guinea: working with our nearest neighbour (October 2017)

Papua New Guinea and Australia share a close economic and strategic partnership and trade \$6.8 billion each year. Australia's nearest neighbour is an important partner on security and international governance in the region and has long attracted Australian business. This event discussed doing business in PNG and what PNG's economic development means for Australia.

Speakers: ExxonMobil Managing Director, Andrew Barry; Australian High Commissioner to Papua New Guinea, His Excellency Bruce Davis; Kumul Consolidated Holdings Chairman, Paul Nerau OBE.



Above: Federal Minister for Defence, Senator the Hon. Marise Payne discussed Australia's priorities in Brisbane. Top right: Australian High Commissioner, His Excellency Bruce Davis and (bottom right) Kumul Consolidated Holdings Chairman, Paul Nerau OBE discuss opportunities of working with Papua New Guinea.



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Defence: strategy and capability (March 2018)

This event covered how Australia's regional influence and strategic alliances are challenged as Asian economies grow and military forces modernise. Australia's defence policies and priorities, crucial to economic success, were presented.

Speakers: Federal Minister for Defence, Senator the Hon. Marise Payne; Boeing Defence Australia General Manager, Operations, Chris Smith.

The business of local government (May 2018)

CEDA convened council CEOs from across Queensland to discuss the significant economic contribution of local government working across infrastructure, transport, utilities, education and community services.

Speakers: Redland City Council CEO, Andrew Chesterman; Brisbane City Council CEO, Colin Jensen; Ipswich City Council Acting CEO, Gary Kellar; Logan City Council Acting CEO, Silvio Trinca.

South Australia

Mid-year economic update (July 2017)

CEDA welcomed Reserve Bank of Australia's Deputy Governor, Dr Guy Debelle to provide insight into the Australian economy and understanding around the RBA's monetary policy settings.

Speakers: Reserve Bank of Australia Deputy Governor, Dr Guy Debelle; University of Adelaide Executive Dean of the Faculty of the Professions, Professor Christopher Findlay.



Left: Foundation for Young Australians CEO, Jan Owen AO, addresses a CEDA event on youth unemployment. Right: Reserve Bank of Australia Deputy Governor, Dr Guy Debelle delivers a mid-year economic update.



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The final frontier: space opportunities for SA (September 2017)

CEDA gathered key space industry leaders to discuss insights from the current state of the space industry around the world and uncover what opportunities exist in the space economy for South Australia.

Speakers: Eurospace Secretary General, Giuseppe Morsillo; National Aeronautics and Space Administration (NASA) Assistant Inspector General for Audits, Jim Morrison; European Space Agency Director - Industry, Procurement and Legal Services, Eric Morel; NASA former Chief Financial Officer, David Radzanowski.

Education to employment - are we doing enough? (August 2017)

SA Minister for Higher Education and Skills, the Hon. Dr Susan Close was joined by a panel of community and business leaders to discuss how the community as a whole can be involved in supporting South Australia's young people to be better prepared for the world of work.

Speakers: SA Minister for Higher Education and Skills, the Hon. Dr Susan Close; Workskill Australia CEO, Nicole Dwyer; National Australia Bank General Manager, Retail SA/NT, Greg Harris; Beacon CEO and Director, Scott Harris; and Foundation for Young Australians CEO, Jan Owen AM.

SA defence industry overview (May 2018)

Just a week after the Federal Budget, CEDA welcomed Federal Minister for Defence Industry, the Hon. Christopher Pyne to deliver a keynote address at CEDA's annual defence industry overview luncheon. The event brought together key players in the defence industry to provide their insight into this crucial sector of South Australia's economy, a sector that will deliver more than 25,000 direct and indirect jobs from submarines and future frigates.

Speakers: Federal Minister for Defence Industry, the Hon. Christopher Pyne; BAE Systems Australia CEO, Gabby Costigan; KPMG Lead Partner, Australian Defence Industry and Space, Mike Kalms; the University of Adelaide Vice-Chancellor and President, Professor Peter Rathjen.



A panel of experts discussed opportunities for South Australia's defence industry.



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Tasmania

Future skills for the future of work (June 2018)

This event addressed current and future gaps in the Tasmanian labour market, how the education system is adapting to changing industry and workforce needs as well as the opportunities to grow and sustain Tasmania's modern economy.

Speakers: University of Tasmania Vice-Chancellor, Professor Rufus Black and TasTAFE CEO, Jenny Dodd.

Tasmania's economic development (January 2018)

Ahead of the Tasmanian State election, Opposition Leader Rebecca White delivered her first address to CEDA, outlining her vision for the state and key policy issues for Tasmania's future prosperity.

Speaker: Tasmanian Leader of the Opposition, Rebecca White

Digital inclusion: creating opportunity in the digital age (August 2017)

Industry, government and social sector leaders discussed the 2017 Australian Digital Inclusion Index and what this means for Tasmania's economic and social development. Speakers provided insight on how innovative regional and local initiatives can bridge the digital divide and the vision for Tasmania's digital future.

Speakers: RMIT University Social Change Enabling Capability Platform Director, Professor Julian Thomas; Tasmanian Minister for Health, Information Technology and Innovation, the Hon. Michael Ferguson; TasICT CEO, Will Kestin; and TasCOSS CEO, Kym Goodes.



Left: RMIT University Social Change Enabling Capability Platform Director, Professor Julian Thomas discusses digital inclusion. Right: Tasmanian Opposition Leader Rebecca White addresses CEDA ahead of the state election.



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Victoria

National water reform (September 2017)

Ahead of the release of the Productivity Commission's draft report from the public inquiry into National Water Reform, CEDA invited Commissioner Dr Jane Doolan and water sector leaders to present their insights into the draft report, emerging water management issues and future reform priorities.

Speakers: Productivity Commission Commissioner, Dr Jane Doolan; Melbourne Water General Manager of Integrated Planning, Chris Williams; Yarra Valley Water Managing Director, Pat McCafferty.

Unlocking the potential of the digital economy (October 2017)

CEDA welcomed Telstra's Head of Technology, Andrew Scott; Federal Minister for Communications, Senator the Hon. Mitch Fifield and industry leaders and policy makers to look at how to unlock the potential of the digital economy. The event explored the big technology trends on the horizon, what they mean for organisations and the economy and the Australian Government's agenda for reform and investment.

Speakers: Federal Minister for Communications and Federal Minister for the Arts, Senator the Hon. Mitch Fifield; Telstra Head of Technology, Andrew Scott.

Federal Minister for Communications, Senator the Hon. Mitch Fifield discusses the potential of the digital economy.





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Innovation: translating Australia's world-class research (March 2018)

At this event, participants heard from entrepreneurs that are translating world-class university research into new and ground-breaking commercial opportunities. The event tackled such questions as how will the new national innovation strategy position Australia for the fourth industrial revolution? What can we learn from success stories of research translation and commercialisation?

Speakers: Innovation and Science Australia Chair, Bill Ferris AC; BioCurate CEO, Dr Glenn Begley; AMD Australia Managing Director, Professor Stan Skafidas; Deakin University Alfred Deakin Professor and Director, Centre for Pattern Recognition and Data Analytics (PRaDA), Svetha Vankatesh.

Urban planning (April 2018)

Victorian Minister for Planning, the Hon. Richard Wynne gave a keynote address outlining the latest developments and investments in the state planning portfolio. The event also discussed opportunities in the Fishermans Bend urban renewal precinct and other urban planning priorities.

Speakers: Victorian Minister for Planning, the Hon. Richard Wynne; SGS Economics & Planning Principal and National Leader – Data and Spatial Analytics, Julian Szafraniec.

Innovation and Science Australia Chair, Bill Ferris AC (opposite) spoke at a CEDA Victoria innovation event along with (below) Deakin University Alfred Deakin Professor and Director, Centre for Pattern Recognition and Data Analytics (PRaDA), Svetha Vankatesh.





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Western Australia

Indigenous business leadership (August 2017)

This event welcomed senior business and thought leaders from a cross section of industries who are working to empower Indigenous people through education, employment and advocacy. Speakers discussed the initiatives their companies have implemented to lift the social and economic circumstances of Indigenous Western Australians.

Speakers: WA Department of Primary Industries and Regional Development Acting Director General, Ralph Addis; PwC Indigenous Consulting Associate, Shelley Cable; Gumala Aboriginal Corporation Executive Officer, Jahna Cedar; Codeswitch CEO, Kia Dowell.

The 2017–18 State Budget breakfast (September 2017)

WA Premier the Hon. Mark McGowan, and WA Treasurer the Hon. Ben Wyatt, presented the newly re-elected State Government's fiscal priorities for 2017–18. Attendees at CEDA's 2017–18 State Budget breakfast were among the first to hear about the Government's key focuses and plans for the economic growth of Western Australia.

Speakers: WA Treasurer and Minister for Finance, Energy and Aboriginal Affairs; the Hon. Ben Wyatt; WA Premier and Minister for Public Sector Management, State Development, Jobs and Trade and Federal-State Relations, the Hon. Mark McGowan.



Left: Shaun Nannup gives a welcome to country at CEDA's Indigenous business leadership event. Right: WA Treasurer, the Hon. Ben Wyatt addresses the 2017–18 State Budget Breakfast.

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Growing Australia's space industry presents significant opportunities. CEDA invited a panel of industry leaders to discuss the opportunities for Western Australian businesses and research institutions. Industry, academia and government representatives tackled the question: could space be part of WA's economic future?

Speakers: WA Minister for Water, Fisheries, Forestry, Innovation and ICT and Science, the Hon. Dave Kelly; WA Department of Jobs, Tourism, Science and Innovation, Chief Scientist of Western Australia, Professor Peter Klinken AC; Curtin University Vice-Chancellor and President, Professor Deborah Terry AO; Senator for Western Australia, Senator Linda Reynolds CSC.

[Rosie Batty – actions for business](#) (March 2018)

Family and domestic violence is estimated to cost the national economy \$22 billion each year. At this event 2015 Australian of the Year and anti-domestic violence campaigner, Rosie Batty recounted her visits across the Pilbara and delivered practical insights into how WA businesses and business leaders can make a positive difference to families affected by violence, while also improving their bottom line.

Speakers: Anti-domestic violence campaigner, Rosie Batty; Rio Tinto Group Executive, Health, Safety and Environment (HSE) and Managing Director Australia, Joanne Farrell; Minister for Child Protection; Women's Interests; Prevention of Family and Domestic Violence; Community Services, the Hon. Simone McGurk; Westpac State General Manager WA, Commercial Banking, Jay Watson.



Anti-domestic violence campaigner, Rosie Batty.



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Key speakers

CEDA thanks the many business, political, community and academic leaders who shared their views and insights on the CEDA stage throughout the year.^

Key speakers included:

The Hon. Scott Morrison, Federal Treasurer

The Hon. Bill Shorten, Federal Leader of the Opposition

The Hon. Mark McCormack, Deputy Prime Minister and Federal Minister for Infrastructure and Transport

Senator the Hon. Marise Payne, Federal Minister for Defence

The Hon. Anastacia Palaszczuk, Premier of Queensland

The Hon. Gladys Berejiklian, Premier of NSW

The Hon. Mark McGowan, Premier of Western Australia

The Hon. Will Hodgman, Premier of Tasmania

The Hon. Steven Marshall, Premier of South Australia

Former Prime Minister the Hon. Paul Keating

Jean-Sébastien Jacques, CEO, Rio Tinto

Steven Worrall, Managing Director, Microsoft Australia

Audrey Zibelman, CEO, AEMO

Gabby Costigan, CEO, BAE Systems Australia



Left to right: Panel Member, Independent Review into the Future Security of the NEM, Chloe Munro; Chairman and CEO, Siemens Group, Australia Pacific, Jeff Connolly; and AEMO CEO, Audrey Zibelman.

^ Speakers' titles relate to positions held at the time of CEDA's event and may not be the speaker's current position.



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Jeff Connolly, Chairman and CEO, Siemens Group, Australia Pacific

Guy Debelle, Deputy Governor, Reserve Bank of Australia

Hamdi Ulukaya, Founder and CEO, Chobani

Kate Jenkins, Sex Discrimination Commissioner, Human Rights Commission

Chloe Munro, Panel Member, Independent Review into the Future Security of the NEM

John O'Sullivan, Director, Tourism Australia

Libby Lyons, Director, Workplace Gender Equality Agency

Bill Ferris AC, Chair, Innovation and Science Australia

Rod Sims, Chairman, Australian Competition and Consumer Commission

Michael Blythe, Chief Economist and Managing Director, Economics, Commonwealth Bank of Australia

Patricia Faulkner AO, Chair, Jesuit Social Services

Professor Donna Cross, Head, Health Promotion and Education Research, Telethon Kids Institute

Dr Alan Finkel AO, Chief Scientist

Professor John Pollaers, Chair, Aged Care Workforce Strategy Taskforce

Philip Davies, CEO, Infrastructure Australia,

Karen Chester, Deputy Chair, Productivity Commission

Paul Broad, Managing Director and CEO, Snowy Hydro



Left to right: Reserve Bank of Australia Deputy Governor, Guy Debelle; BAE Systems Australia CEO, Gabby Costigan; Australian Competition and Consumer Commission Chairman, Rod Sims.

[^] Speakers' titles relate to positions held at the time of CEDA's event and may not be the speaker's current position.

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Sponsorship

CEDA thanks the following companies for their additional support as sponsors of research, events and forums during 2017–18.

ABB Australia	Churchill Consulting	Gadens
Adelaide Airport	City of Casey	GHD
Advisian	Clayton Utz	Gilbert + Tobin
AECOM	Coal Services	GPT
Allens	Colin Biggers & Paisley	Griffith Business School
ANZ	Conoco Phillips	Griffith University
Arc Infrastructure/Brookfield	CSL	GTA Consultants
Arup	Curtin University	Health Partners
Aurizon	Defence Housing Australia	Hesta
Ausnet Services	Deloitte	Hughes PR
Australian Energy Council	Dept. of Local Communities	Hudson
Australian Unity	DXC Technology	IBM
Benetas	Edith Cowan University	James Cook University
BHP	Energy Queensland	Jemena
Bond University	ExxonMobil	KPMG
Box Hill Institute	EY	Lendlease
BP Australia	Fincantieri	Lutheran Services
Bupa	First State Super	Macquarie University
Cardno	Flinders University	Maddocks
CBA	Folk	McConnell Dowell
Chamonix	FYFE	McCullough Robertson



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Melbourne Water Corporation

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Milwaukee Tools

Murdoch University

Nous Group

NSW Dept. of Premier and Cabinet

People's Choice Credit Union

Perth Airport

Philips

Plenary Group

Port Authority of NSW

PwC Australia

Queensland Airports Ltd

RAC of WA

Rio Tinto

SA Dept. of State Development

SA Dept. of Treasury and Finance

SA Power Networks

SEEK

Serco

Siemens

Star Entertainment Group

Stellar Asia Pacific

Stockland

Sydney Airport

Tafe SA

Telstra

Telstra Health

The City of Adelaide

The University of Adelaide

The University of Sydney Business School

The University of Western Australia

Toowoomba Regional Council

Transurban

Uber

University of Canberra

Uni SA Business School

Unisuper

University of Adelaide

University of Melbourne

University of Newcastle

University of SA Business School

Victorian Government

WA Super

Western Sydney University

Westpac

Woodside



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Overview

A major project for CEDA's communications program in 2017–18 was the launch of CEDA's new website and Electronic Direct Mail (EDM) system. Other work focused on increasing the reach of our social media channels, creating quality content for print and online publications and continuing to boost CEDA's growing media profile.

Media

CEDA achieved 2276 mentions in mainstream media in 2017–18, up from 1451 in the previous financial year. Media coverage included national and metropolitan daily newspapers, ABC TV and radio and Sky News.

The release of CEDA's *Housing Australia* report in August 2017 generated considerable media coverage for CEDA in capital cities and in regional Australia. The State of the Nation conference, *Community pulse 2018: the economic disconnect* publication and 2018 *Economic and Political Overview* also received good media uptake.



Top: Former Prime Minister the Hon. Paul Keating's address to CEDA's Annual Dinner in November 2017 attracted media interest. Bottom: (left) CEDA's State of the State event in Tasmania with Premier the Hon. Will Hodgman was covered in the press and (right) CEDA CEO Melinda Cilento is interviewed on the release of *How unequal?* insights on inequality in Melbourne in April 2018.



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Publications

CEDA produced 12 publications in 2017–18 including three policy perspective reports, two collections of speeches from the CEDA stage and reports based on nation-wide polling of Australians' attitudes to economic growth.

Publications released by CEDA in 2017–18:

- *Housing Australia* – August 2017
- *Australia's place in the world* – November 2017
- *CEDA's Top 10 speeches 2017* – January 2018
- *Economic and Political Overview 2018* – February 2018
- *CEDA's Top 10 speeches: Energy policy 2007–2017* – April 2018
- *How unequal? Insights on inequality* – April 2018
- *Community Pulse 2018: the economic disconnect* (national report) – June 2018
- *Community pulse 2018: the economic disconnect* state-based results for NSW, Queensland, South Australia, Victoria and Western Australia – produced in June 2018 and released during July and August.



Top: (left) CEDA released a special collection of speeches from the CEDA stage on energy policy in April 2018 following (right) the release of the 2018 Economic and Political Overview in February. Bottom: Federal Minister for the Defence Industry, the Hon. Christopher Pyne Tweets about his participation in the launch event for Australia's place in the world in November 2017.



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Social media

CEDA's following on social media grew significantly in 2017–18. Our following on Twitter, LinkedIn and Facebook each grew by between 15 and 20 per cent on the previous year. As of 30 June 2018, CEDA had a total social media following of 18,780 across all channels.

Followers as at June 30, 2018

- Twitter followers: 10,600 (previous year 9156) – 16 per cent increase
- LinkedIn followers: 6014 (previous year 5113) – 18 per cent increase
- LinkedIn Showcase page: Upcoming CEDA events: 397 (previous year 176) – 125 per cent increase
- LinkedIn Copland Program Alumni group: 244 (previous year 232) – five per cent increase
- Facebook followers: 1305 (previous year 1116) – 17 per cent
- Instagram followers: 220 (previous year 122) – 80 per cent increase

Twitter specifics

Retweets: 1474

Likes: 2104

Direct mentions (@ceda_news): 3648

Organic reach: 1,574,616



CEDA research and events were mentioned 3648 times on Twitter in 2017–18.



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CEDA on the small screen

CEDA created a comprehensive video catalogue of events in the last financial year, showcasing the range and reach of CEDA's events program.

Filmed CEDA events

ACT: three

New South Wales: six

Queensland: five

South Australia: five

Northern Territory: one

Western Australia: five

Victoria: seven

Tasmania: one

National: three

Snapshots

A new feature of CEDA's video work in 2017–18 was the CEDA Snapshots series. Snapshots explore current issues in conversation with some of Australia's most influential thinkers. Five Snapshots were produced, beginning with discussions on the future of energy to coincide with the launch of *CEDA's Top 10 Speeches: Energy policy 2007–2017*. Participants included Jillian Broadbent AO on energy reform; Professor Ross Garnaut AC and Dr Ziggy Switkowski AO reflecting on energy policy; and Former Leader of the Liberal Party, the Hon. John Hewson AO.

Livestream and YouTube

CEDA extends the audience reach of major events through livestream. In 2017–18 livestreams were provided from the Annual Dinner with the former Prime Minister the Hon. Paul Keating, the Copland Lecture with Rio Tinto CEO Jean-Sébastien Jacques as well as the State of the Nation Conference and launch of the *2018 Economic and Political Overview*. In total 2017–18 livestreams were watched by 3319 viewers. This figure includes livestreams made available via Facebook and Twitter.

CEDA continued to make video content available through our YouTube channel throughout the financial year with 168 videos published. Although CEDA produced fewer videos in this financial year, more targeted content resulted in more views. The total views across CEDA's YouTube channel this year was 47,239 (previous year 33,467). The YouTube views are in addition to CEDA website video views (of the same content). These totalled 34,716 views, bringing the total number of views for CEDA video content for 2017–18 to 81,955.



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CEDA website

The launch of CEDA's new website was a major undertaking in the last financial year. The change from one online platform to another has impacted how our members and customers interact with CEDA online. This is reflected in changes in the website views this financial year compared to the previous year.

In 2017–18, CEDA's website received 209,400 visitors, up 3000 on the previous year. The CEDA website had 757,691 page views, down from 823,769 in 2016–2017. This change was anticipated as the new event flyer and booking system rolled out as part of the website redevelopment now enables a one-click registration for Trustee and public events. Attendees now click directly to the booking page rather than navigating through several pages to reach booking and confirmation. This has impacted on the number of page views recorded. Visitor numbers would have also been impacted by viewers staying on our social media channels to watch livestreams rather than being directed to the website.

Consistent with the previous financial year, the events section were the most viewed part of the CEDA website. Research reports *Housing Australia* and *How unequal? Insights on inequality* also drew website traffic as did the membership area and profiles of CEDA leadership.

Web statistics

- Visitors: 243,514 (previous year 330,321)
- Unique visitors: 209,400 (previous year 207,413)
- Page views: 757,691 (previous year 826,247)
- New visitors: 205,087 (previous year 203,141)
- Returning visitors: 38,427 (previous year 117,180)

The Prime Minister's four options for the timing of the next federal election

The Prime Minister has four options for the timing of the next federal election according to Ashley Midalia. In this blog piece, Mr Midalia examines these options and concludes that May 2019 is the most likely time for us to head to the polls.

Ashley Midalia | 27/04/2018 | 0 Comments

A blog exploring options for the timing of the next federal election was viewed more than 300 times.



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CEDA Blog

CEDA published 45 new blog articles in 2017–18, a slight increase on the previous year when 35 blog posts were published. In all the blog received 8008 views in the past financial year.

CEDA commissioned three special series of blog articles to support the release of research reports and to coincide with the State of the Nation conference.

Blogs were also commissioned to provide analysis of timely political or economic events including the South Australian election, Federal Budget and visit to Australia by French President Emmanuel Macron.

The most viewed articles on the CEDA blog this financial year were Australian Catholic University Director of Government, Policy and Strategy, Ashley Midalia's piece exploring options for the timing of the next federal election and National Centre for Vocational Education Research (NCVER) Graduate Research Officer, Kristen Osborne's article on the role of VET in mitigating disadvantage for young Australians. Each of these articles was viewed more than 300 times.

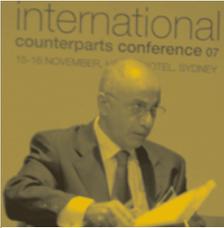
Advertising

Advertising was used to raise awareness of select CEDA state events in Western Australia, South Australia and Queensland. Media outlets included *The Chronicle*, *WA Business News* and *InDaily*. In addition, CEDA advertised the State of the Nation conference in *The Australian Financial Review*.

CEDA also continued with the use of Google Adwords this financial year as a tool for driving visits to the CEDA website on key events and research reports.



CEDA produced a special series of blog articles to coincide with State of the Nation and the release of Community pulse 2018: the economic disconnect in June 2018.



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CEDA is a member of an international network of independent, public policy organisations that share knowledge and research. This ensures CEDA's reach extends beyond Australia.

In addition, CEDA is the Australian partner for the Switzerland based *IMD World Competitiveness Yearbook*. Released annually in May, it compares and ranks 63 countries on business competitiveness criteria.

CEDA uses these international affiliations to inform our agenda and to also provide international perspective and knowledge to our members.

Member organisations of the international network of counterpart organisations include:

China Institute for Reform and Development, China

Finnish Business and Policy Forum (EVA), Finland

Institut de L'Entreprise, France

Centre for Economic Studies - IFO Institute, Germany

Keizai Doyukai, Japan

Consejo Empresario de América Latina, Latin America

Forum de Administradores de Empresas, Portugal

National Business Initiative, South Africa

Círculo de Empresarios, Spain

SMO Society and Enterprise Foundation, The Netherlands

Committee for Economic Development, United States

World Competitiveness Yearbook 2018

The 2018 *IMD World Competitiveness Yearbook*, released in May 2018, revealed that Australia had climbed two places to be back inside the top 20 most competitive nations. Australia came in at 19 of 63 countries ranked.

Australia improved across the four core areas assessed with economic performance moving from 25 to 19, our best result in five years for this category; government efficiency moving from 18 to 14; business efficiency moving from 27 to 24; and infrastructure moving from 18 to 16. Despite the positive high-level result, the report showed Australia faces a number of challenges to be more internationally competitive. Australia has dropped six places to 30 in its ranking for productivity and received a number of low rankings for its personal and corporate tax rates.

CEDA is the Australian partner for the *IMD World Competitiveness Yearbook*.



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CEDA's program is overseen by leaders of Australia's business, politics and academia who focus on driving debate and critical analysis of the most important economic, social and political topics of the day.[^]

At the helm is CEDA CEO Melinda Cilento and National Chairman Paul McClintock AO.

Board of Directors

CEDA's Board of Directors provides strategic advice and includes Australian business and policy leaders.

Paul McClintock AO
Chairman, CEDA; Chairman, NSW Ports

Melinda Cilento
CEO, CEDA**

Angus Armour*
Chief Executive and Managing Director, Australian Institute of Company Directors

Dr John Edwards
Visiting Fellow, Lowy Institute; Adjunct Professor, Curtin University

Patricia Faulkner AO
Chairman, Jesuit Social Services

John Langoulant AO
Chairman, Dampier to Bunbury Natural Gas Pipeline

Dr Rodney Maddock
Adjunct Professor in Economics, Monash University; Vice-Chancellor's Fellow, Victoria University

Megan Motto**
CEO, Consult Australia

Miriam Silva
Director, TAFE SA

Catherine Sinclair
Director, The Consultancy Bureau

Diane Smith-Gander
Non-Executive Director, Wesfarmers

[^] Committee members' titles relate to the position held at the time of serving on CEDA's committee and pay not be the committee member's current position.

* 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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Stephen Spargo AM
Director, Stanbury Consultants

Andrew Stevens
Chair, Advanced Manufacturing Growth Centre

Dr Ian J Watt AC
Chairman, BAE Systems

Board of Governors

CEDA's Board of Governors is an advisory body comprised of eminent Australians.

Elizabeth Bryan AM

Laureate Professor
Adrienne Clarke AC

Melinda Cilento**

Ivan Deveson AO

Professor Julian Disney AO

Laureate Professor
Peter Doherty AC

Peter Duncan AO

The Hon. Martin Ferguson AM

Professor Margaret Gardner AO

The Hon. Julia Gillard AC

The Hon. Nick Greiner AC

Professor Sandra Harding

Dr Allan Hawke AC

The Hon. Robert Hawke AC

Dr Ken Henry AC

The Hon. John Howard OM AC

Graham Kraehe AO

John Langoulant AO

Catherine Livingstone AO

John Massey

Paul McClintock AO

Dr Stuart McGill

Andrew Mohl

Professorial Fellow
Terry Moran AC

David Mortimer AO

Warren Mundine AO

Dr Kerry Schott AO

Dr John Schubert AO

Dr Ziggy Switkowski AO

Richard Warburton AO LVO

Peter Wills AC

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CEDA Council on Economic Policy

CEDA Council on Economic Policy, comprising some of Australia's best and brightest policy minds, guides CEDA's research agenda.

Dr Rodney Maddock

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

Professor Percy Allan AM

Principal, Percy Allan and Associates

Jarrold Ball**

Chief Economist, CEDA

Melinda Cilento**

CEO, CEDA

Peter Crone

Chief Economist, EY

Mark Cully

Chief Economist, Australian Department of Industry and Science

Professor Mardi Dungey

Professor of Economics and Finance, University of Tasmania

Dr John Edwards

Visiting Fellow, Lowy Institute; Adjunct Professor, Curtin University

The Hon. Dr Craig Emerson

Managing Director, Craig Emerson Economics

Dr Vince FitzGerald AO

Director, ACIL Allen Consulting

Professor John Freebairn AO

Ritchie Chair in Economics, University of Melbourne

Dr David Gruen

Deputy Secretary, Economic and G20 Sherpa, Federal Department of the Prime Minister and Cabinet

Tim Harcourt

J.W. Neville Fellow in Economics at the UNSW Business School, University of NSW

Professor Ian Harper

CEDA Honorary Trustee

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Warden, Forrest Foundation, University of Western Australia

Professor Stephen King

Commissioner, Productivity Commission

Professor Paul Kofman

Dean and Sidney Myer Chair of Commerce, University of Melbourne

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Chair in Public Policy, Centre for Applied Macroeconomic Analysis, Australian National University

Su-Lin Ong

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Professorial Fellow, Faculty of Business and Economics, Monash University

Professor Paul Simshauser

Chief Economist and Executive General Manager – Corporate Development, Infigen Energy

Greg Smith

Chairman, Commonwealth Grants Commission; Senior Fellow, Melbourne Law School

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

Emeritus Professor Ken Wiltshire AO

Professor of Public Administration, University of Queensland

Professor Glenn Withers AO

CEDA Honorary Trustee

^ Previously the Nominations Remuneration and Governance Committee, the committee's name was changed to People and Governance in June 2018.

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Chief Operating Officer, CEDA

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Partner, KPMG

Melinda Cilento**

CEO, CEDA

Megan Motto**

CEO, Consult Australia

Catherine Sinclair

Director, The Consultancy Bureau

Penny Stragalinus*

Partner, KPMG

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Non-Executive Director, Wesfarmers

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CEO, CEDA**

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Paul McClintock AO

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Miriam Silva

Director, TAFE SA

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Director, Stanbury Consultants

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Chief Executive and Managing Director, Australian Institute of Company Directors

Melinda Cilento**

CEO, CEDA

John Edwards

Visiting Fellow, Lowy Institute; Adjunct Professor, Curtin University

John Langoulant AO

Chairman, Dampier to Bunbury Natural Gas Pipeline

Diane Smith-Gander**

Non-Executive Director, Wesfarmers

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General Manager, Group Customer Relations, Commonwealth Bank of Australia

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CEO, Infrastructure and Project Financing Agency

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Group Manager Communications, Telstra

Jessica Power**

External Communications and Energy Communications Manager,
GE Australia and NZ

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Advisor, Navitas

Queensland State Advisory Council

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Wayne Bretherton**

Director of Property and Buildings, Australia and New Zealand, WSP

Louise Dudley**

CEO, Queensland Urban Utilities

David Edwards

Projects Chief Executive, Queensland Department of Innovation, Tourism Industry
Development and the Commonwealth Games

Damien Frawley

Chief Executive, QIC

Professor Debra Henly

Deputy Vice-Chancellor (Academic), Griffith University

Jacqueline Kelly

CEO, Lutheran Services

Brett Lightfoot,

State Director, Queensland and Northern Territory, Microsoft

Greg Martin

Non-Executive Director, Port of Brisbane

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Partner, Deloitte Access Economics

Christine Traquair

Chief Risk Officer, Suncorp Bank

Adele Young**

CEO, Townsville City Council

South Australian and Northern Territory State Advisory Council

Miriam Silva (President)

Director, TAFE SA

Bradley Abraham

CEO and Director, Royal Institution of Australia

Lyn Arnold*

Board Member, Ahava Energy

Jane Danvers

Principal, Wilderness School

Chris Doudle

Managing Director, Corporate Conversation

Penny Gale

General Manager Corporate Affairs, Royal Automobile Association of South Australia

Justin Jamieson**

Chairman of Partners, KPMG

Nigel McBride

CEO, Business SA

Jacqui McGill**

Asset President, Olympic Dam, BHP

Nick Reade

Chief Executive, BankSA

Don Russell*

Chief Executive, SA Department of the Premier and Cabinet

Chris Stathy OAM

Managing Director, Hazelwood Industry Solutions

Denys Stedman*

Managing Partner NT, KPMG

*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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Con Tragakis*

Chairman of Partners SA, KPMG

Niki Vincent

Commissioner for Equal Opportunity, South Australian
Equal Opportunity Commission

Professor Marnie Wilson

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

Victorian and Tasmanian State Advisory Council

Stephen Spargo AM (President)

Director, Stanbury Consultants

Michael Brewster**

CEDA Individual Trustee

Jeff Connolly**

Chairman and CEO, Siemens Group Asia Pacific

Tim Duncan*

Director, Hintons

Neil Gibbs*

Executive Chairman, Marchmont Hill Consulting

Rebecca Kardos**

CEO, Aurora Energy, TAS

Adrian Kloeden*

Non-Executive Chairperson, Serco

Anton Leschen

General Manager, Victoria, The Smith Family

David Loutit*

CEDA Individual Trustee

Hannah Piterman

Professor of Practice, Deakin University

Greg Turnidge*

CEDA Individual Trustee

Brad Vann*

Director of Innovation, Clayton Utz



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Western Australian State Advisory Council

John Langoulant AO (President)

Chairman, Dampier to Bunbury Natural Gas Pipeline

Andrew Annand*

Partner, Deloitte

Maree Arnason

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

Rob Delane

Deputy Director General (International Education, Trade and Investment), Department of Jobs, Tourism, Science and Innovation

Sherry Duhe**

Executive Vice President and Chief Financial Officer, Woodside

Michael Gollschweski*

Managing Director, Pilbara Mine Operations, Rio Tinto

David Harrison

Chief of Staff, Murdoch University

Fiona Lander*

Partner, Deloitte

Jennifer Lawrence**

CEO, Brightwater Care Group

Darren Lomman*

Executive Officer, BloomLab

Rick Newnham

Chamber of Commerce and Industry, WA

Val Raubenheimer

Vice President, Corporate Relations and Development, Curtin University

Kirsten Rose**

Head of Low Emission Technology and Innovation Partnerships, BHP

Chris Sutherland**

Managing Director, Programmed

Rebecca Tomkinson**

Chief Executive Officer (WA Operations), Royal Flying Doctor Service

Vanessa Torres**

Chief Technology Officer, South32

Naveen Unni**

Managing Partner, Perth, McKinsey & Company

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 2017–18 CEDA improved female participation overall by one per cent.

Workplace profile

Occupational category	Female	Male	Total	Per cent female	Per cent female 2016–17
Board of directors	7	9	16	44	33
Executive level	1	0	1	100	0
Senior management	4	4	8	50	63
Line management	2	3	5	40	33
Professional/technical	21	8	29	72	69
Administrative	2	1	3	66	100
Event speakers	244	407	651	37	36
Contributing authors	8	20	28	29	47
TOTAL	289	452	741	39	38



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Overview

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

CEDA's financial report for 2017–18 shows a healthy surplus of \$2.18 million reflecting a good operating result and strong financial disciplines.

The long-term portfolio investment established in the previous financial year achieved a return above the target and assisted in further growing CEDA's capital funds.

The surplus has considerably strengthened our financial position and established a firm foundation for the future.

Statement of profit or loss and comprehensive income

Total revenue of \$13.09 million for the year represents an increase of 1.2 per cent over the previous year. Membership subscriptions and the return on long-term portfolio investment were the main contributors to this increase. Both conference registration fees and sponsorship revenue have declined for the first time over the past six years, mainly due to fewer conference activities.

Statement of financial position

Total equity increased to \$9.78 million.

Total assets increased by \$2.05 million to \$15.05 million.

Statement of cash flow

The balance of cash held at year-end was \$6.25 million.



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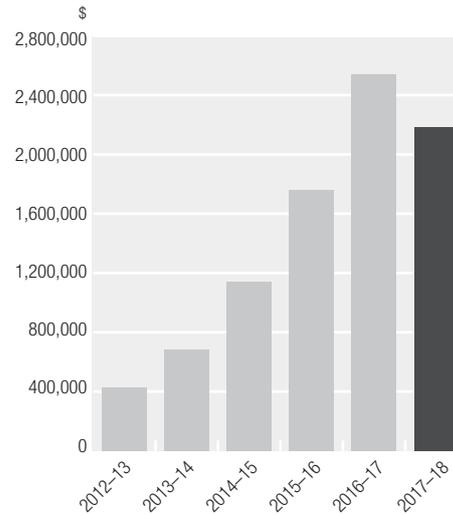
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Charts and commentary

Operating results

Year	Operating surplus/ (deficit)
	\$
2012-13	424,045
2013-14	686,126
2014-15	1,142,305
2015-16	1,761,102
2016-17	2,537,845
2017-18	2,184,132

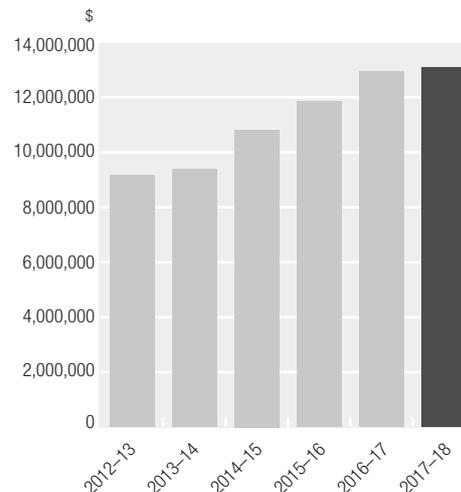


Operating surplus recorded

An operating surplus of \$2.18 million was achieved for the year. This year marks the second-best surplus achieved by CEDA in many years on the back of strong attendance and sponsorship of conference events, and membership growth. CEDA continues to be held in good favour by the Australian business community.

Total revenue

Year	Revenue
	\$
2012-13	9,157,731
2013-14	9,381,128
2014-15	10,816,906
2015-16	11,852,717
2016-17	12,930,193
2017-18	13,087,998



Revenue growth continues

Total revenue, inclusive of finance income, increased by 1.2 per cent over the previous year. Membership revenue and return on long-term portfolio grew over the year.



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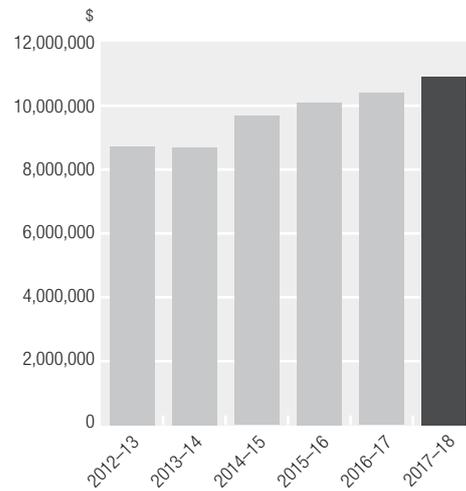
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Total expenditure

Year	Expenditure
	\$
2012-13	8,733,687
2013-14	8,695,002
2014-15	9,674,601
2015-16	10,091,615
2016-17	10,392,348
2017-18	10,903,866

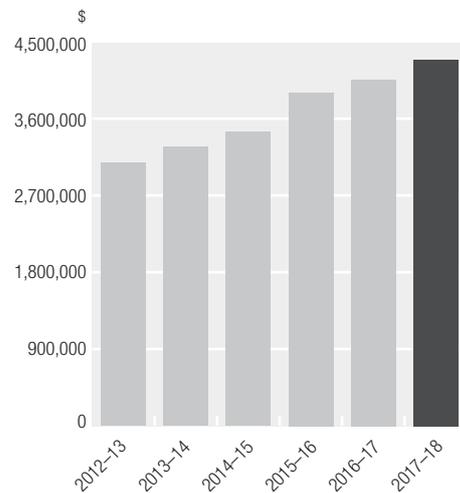


Servicing members and the wider community

Expenditure increased by five per cent over the previous year. This is directly related to increased conference costs and research output over the course of the year.

Membership subscriptions

Year	Subscriptions
	\$
2012-13	3,083,660
2013-14	3,267,076
2014-15	3,444,791
2015-16	3,905,456
2016-17	4,056,555
2017-18	4,290,750



Member engagement

Membership subscriptions continue to grow, reflecting our standing in the community. Revenue growth of 5.8 per cent was an excellent result for the year, allowing us to further enhance our research capabilities and output.



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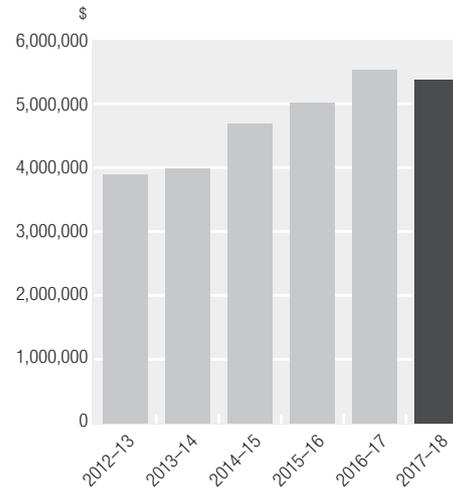
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Conference registrations

Year	Registrations
	\$
2012-13	3,900,182
2013-14	3,988,378
2014-15	4,697,291
2015-16	5,018,741
2016-17	5,569,300
2017-18	5,376,772

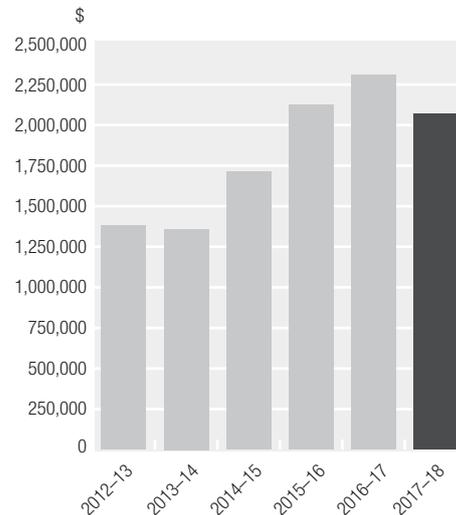


High-quality event program

CEDA's wide-ranging and high-quality event program resulted in yet another successful year with a minor decrease in registration revenue of 3.5 per cent, from 18 fewer public events, a decrease of 10 per cent.

Sponsorship income (conferences)

Year	Sponsorship Income
	\$
2012-13	1,382,535
2013-14	1,358,733
2014-15	1,713,315
2015-16	2,123,347
2016-17	2,309,802
2017-18	2,068,489



Sponsorship support

The high calibre of CEDA's conference and event program, as well as CEDA's high standing in the business community, continues to attract strong sponsorship support. This is the third consecutive year CEDA received over \$2 million in sponsorship income.



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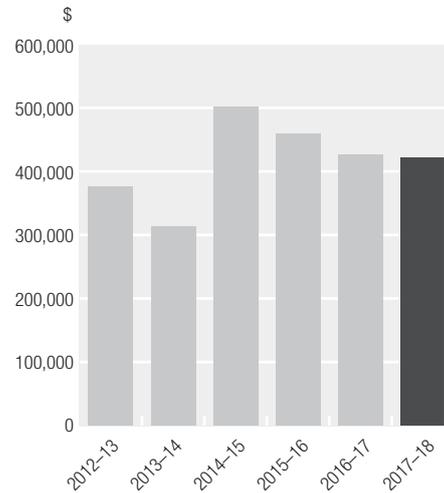
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Research income (contributions and sponsorship)

Year	Research Income
	\$
2012-13	376,019
2013-14	313,106
2014-15	500,063
2015-16	458,772
2016-17	425,674
2017-18	421,026

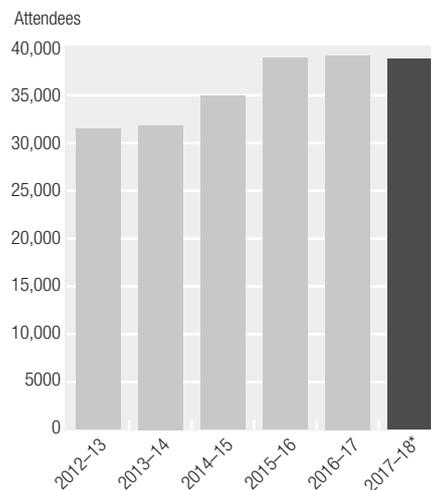


Research support

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

Total attendance (at all functions and events)

Year	Attendance
	Number
2012-13	31,494
2013-14	31,861
2014-15	34,957
2015-16	38,884
2016-17	39,176
2017-18	38,834



Small decline in attendance

Attendance at CEDA events remained strong over the year, albeit with a small decline of 0.9 per cent over the previous year.

** total attendance does not include attendees at complimentary member-only events.*

A copy of the Company's 30 June 2018 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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