About CEDA

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

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

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

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

Our Values

TRUSTED. CURIOUS. PASSIONATE. BRAVE. COLLABORATIVE.
CHAIR’S STATEMENT
DIANE SMITH-GANDER

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

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

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

Special thanks to my board colleagues for steering and supporting CEDA’s ongoing evolution. Outgoing board members this year are Christine Zietz, Dr Ian Watt, Rebecca Tomkinson, Jeff Connolly and Professor Jeffrey Borland who consistently made valuable contributions and insights. While this level of board turnover is never welcomed it resulted from some directors coming to tenure limits and others taking up new “day jobs” which precluded their continued involvement. The silver lining is that during the year, we were pleased to welcome Dr Vanessa Torres, Dharma Chandran, Professor Robert Breunig, Joanne Masters and Rowan Roberts to the board. I have once again enjoyed and valued the insights and contributions of my board peers and look forward to working with them in the year ahead.

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

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

CEDA IMPACT REPORT 2022-23

Diane Smith-Gander
Chair, CEDA
CEO’S STATEMENT
MELINDA CILENTO

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

In addition to our research and advocacy, we have continued to strengthen other channels of influence, including our public events and trustee roundtables, strategic collaborations and partnerships, and education and learning activities. Over the year, the reach and calibre of conversations on the CEDA stage was exceptional. Highlights included our cornerstone State of the Nation forum, as well as annual conferences on migration and infrastructure. We have built significant collaborative partnerships including with the WA Department of Jobs, Tourism, Science and Innovation to progress economic diversification in Western Australia, and with CSIRO’s National AI Centre to support the take-up at scale of responsible AI.

Our ESG Community of Best Practice, supported by Gilbert+Tobin and Australian Unity, continues to help members be at the forefront of issues that are both important to their stakeholders and fundamental to Australia’s future development. Our expanding CEDA Learning program continues to meet the demand of members for more education around economics and public policy.

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

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

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

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

Melinda Cilento
Chief Executive Officer, CEDA

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

More than 110,000 research website views & downloads

7000+ Media Mentions

22 Hansard Mentions

47 Opinion Articles

Member Engagement

557 Member organisations and a network of more than 2500 Trustees

39 State Advisory Committee Members

59 Participants across four expert member advisory committees

Driving the Debate

70,000+ subscribers

720k+ webpage views

740k+ Social Media Impressions

Our National Reach

185 events

47 Livestream events

92 Trustee events

Queensland (QLD): 27 events

New South Wales (NSW): 33 events

Victoria (VIC): 6 events

Tasmania (TAS): 4 events

Western Australia (WA): 28 events

South Australia (SA): 16 events

Australian Capital Territory (ACT): 6 events

Webpage views across states:

Queensland: 33 events

New South Wales: 33 events

Victoria: 25 events

Tasmania: 4 events

Western Australia: 28 events

South Australia: 16 events

Australian Capital Territory: 6 events
MEMBERS INFORM OUR WORK

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

SHAPING OUR AGENDA

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

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

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

MEMBER CASE STUDIES IN OUR RESEARCH

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

GROWING AND EVOLVING MACS

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

SHAPING PUBLIC POLICY

We are a truly national organisation and while our SACs play a pivotal role in ensuring we understand the different issues playing out across the country, our State Advisory Councils (SACs) are the heart of CEDA. They represent the diversity of our membership base, including government, university, professional services, mining, construction, energy, technology and health.

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39 SAC MEMBERS

37 MEMBER CASE STUDIES IN OUR RESEARCH

TRUSTEE EVENTS: A PLATFORM FOR INSIGHTFUL DISCOURSE

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

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

92 TRUSTEE EVENTS

1300 ATTENDEES
A POSITIVE CYCLE OF INFLUENCE

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

SKILLS SHORTAGES AND CEDA’S MIGRATION RESEARCH

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

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

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

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

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

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

ENERGY TRANSITION

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

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

DISRUPTING DISADVANTAGE

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

– CEDA, Powering the Transition 2023
**EMPLOYMENT WHITE PAPER SUBMISSION**

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

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

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

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

**HOUSING**

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

**RESEARCH WITH PRACTICAL APPLICATIONS FOR OUR MEMBERS**

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

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

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

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

Dynamic Capabilities: How Australian firms can survive and thrive in uncertain times was undertaken jointly with the University of Technology Sydney. Many CEDA members participated in what was the first broad survey on the dynamic capabilities of Australian companies. The survey found Australian business have overall good dynamic capabilities but they need to get better at transforming – a critical enabler to helping them survive and thrive. Selected members also undertook peer review of the draft report and were used as case studies. The research revealed the consistent message that companies lack critical bandwidth beyond business as usual. The release of the report was followed by a series of roundtables, which provided an opportunity for two-way feedback and to seek feedback on future work. The report generated interest from public sector audiences and government engagement continues in this area.
CEDA’s events saw a post-COVID return in 2022-23, with a focus on collaborative programming with members. Like CEDA’s research program, our discussion programs focus on long-term solutions to the issues that are shaping Australia’s economic and social development. We strive to deliver programs that provoke genuine debate, featuring diverse speakers who make a meaningful contribution to the national conversation.

THE VOICE

In the lead up to the referendum on the Voice to Parliament, CEDA hosted a series of events to help members understand the challenges and opportunities inherent in the debate, and addressed key issues, concerns and frequently asked questions. The program, held over almost 12 months, featured Senators Linda Burney and Pat Dodson, representatives for the Uluru Youth Dialogue, the Uluru Convention and Reconciliation Australia, Wesfarmers Chairman Michael Chaney and Chairman of Gilbert+Tobin Danny Gilbert. Thank you to the many CEDA members who supported and hosted these conversations.
CEDA’s flagship annual conference in Canberra enables our members and their guests to hear from a diverse range of decision-makers and opinion leaders, and to shape the conversation in smaller settings. Over two days, the 2023 event focused on the theme ‘Navigating Disruption’, and addressed themes including the energy transition, building dynamic capabilities and Environmental, Social and Governance (ESG) issues. The discussions featured addresses from Prime Minister Anthony Albanese, Opposition Leader Peter Dutton, the Hon. Tanya Plibersek and Independents Jacqui Lambie, Dai Le and Kate Chaney. Senior industry figures joining the discussions included Origin Energy CEO Frank Calabria and Australia Post CEO Paul Graham, as well as ASIC Chair Joseph Longo and UN Special Envoy on Climate Action and Finance (and former governor of the Bank of Canada and Bank of England) Mark Carney.

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

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

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

INFRASTRUCTURE CONFERENCE

Australia’s massive infrastructure pipeline is a central issue for many of CEDA’s members. The successful advancement of policies and projects around the country – many of which face significant challenges – will be central to our country’s productivity, liveability and sustainability for centuries to come. CEDA continues to convene in this space with both roundtable and public events to advance these discussions. In March 2023, our second annual Infrastructure Conference featured contributions from Federal Minister for Infrastructure Catherine King, Victorian Deputy Premier (now Premier) Jacinta Allan, and Leader of the Nationals in the Senate the Hon. Bridget McKenzie.
CEDA’s ESG Community of Best Practice seeks to advance the capabilities of CEDA members across ESG issues. The ESG Community convenes over 100 organisations, and over 200 ESG leaders across a program of curated forums. Topics addressed across the forums included: responsible investing and green finance; ESG frameworks for responsible AI governance; measuring the ‘S’ in ESG; and mandatory climate-related disclosures.

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

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

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

CEDA is partnering with CSIRO’s National AI Centre to deliver the second AI Leadership Summit Series in December 2023.
CEDA focuses on facilitating good public-policy outcomes through its CEDA Learning programs. Our Public Policy Dynamics course is aimed at improving the understanding of public-policy foundations amongst people keen to contribute to the development of better government policy. During the year, CEDA launched two new programs focusing on Economics for non-Economists and Environmental, Social and Governance (ESG) Fundamentals. They were designed in response to feedback from members who were keen to strengthen the economic and ESG understanding of managerial staff. Our new courses complement our long-standing Copland Leadership offerings in NSW and WA.

Increase public-policy knowledge
Develop essential leadership skills

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

Sarah Hopp,  
Senior Manager, Bankwest

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

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

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

98% WANT TO CONTINUE TO IMPROVE CEDA

93% PROUD TO WORK AT CEDA

Diane Smith-Gander AO (Chair)
Chair, CEDA
Melinda Cilento
Chief Executive Officer, CEDA
Robert Breunig
Director, Tax and Transfer Policy Institute, ANU
Dharma Chandran**
Chief People Officer, ABC
Professor Carolyn Evand**
Vice-Chancellor and President of Griffith University
Ming Long AM
Chair, Diversity Council Australia
Jo Masters**
Chief Economist, Barrenjoey
Megan Motto
CEO, Governance Institute of Australia
Dr Pradeep Philip
Lead Partner, Deloitte Access Economics
Vanessa Torres**
Chief Technical Officer, SouthG2
Rowan Roberts**
Partner, KPMG
Professor Jeffrey Borland*
Truby William Professor of Economics, University of Melbourne
Christine Zeitz*
General Manager, Asia Pacific, Northrop Grumman
Jeff Connolly*
Chairman and Chief Executive Officer, Siemens Australia Pacific region
Rebecca Tomkinson*
Chief Executive Officer, Chamber of Minerals and Energy of WA
Dr Ian J Watt AC*
Director, Citigroup

* Denotes people who retired from a position during 2022-23
** Denotes people who took up a position during 2022-23

OUR PEOPLE
Exceptional people
Driven by purpose

BOARD OF DIRECTORS

PROUD TO WORK AT CEDA

CEDA IMPACT REPORT 2022-23
## STATE ADVISORY COUNCILS

### SOUTH AUSTRALIA

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Positional Role</th>
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<tbody>
<tr>
<td>Jennifer Purdie</td>
<td>Assistant Vice Chancellor</td>
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<tr>
<td>Simon Burgess</td>
<td>General Manager, National Wine Centre</td>
</tr>
<tr>
<td>Peter Høj</td>
<td>Vice-Chancellor, The University of Adelaide</td>
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<tr>
<td>Chris Stathy OA+</td>
<td>CEDA Individual Trustee</td>
</tr>
<tr>
<td>Prof Marie Wilson+</td>
<td>Pro Vice Chancellor (Business and Law), University of South Australia</td>
</tr>
<tr>
<td>Christine Ziets</td>
<td>Executive Dean, Economics Centre of Excellence</td>
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### NEW SOUTH WALES & ACT

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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Kerryn Coker</td>
<td>Co-Chair Australian region, Arup</td>
</tr>
<tr>
<td>Megan Moto</td>
<td>Deputy Secretary, Transformation Group, NSW Department of Premier and Cabinet</td>
</tr>
<tr>
<td>Sam Nickless</td>
<td>Partner + CEO, Gilbert + Tobin</td>
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<tr>
<td>Shanti Rama</td>
<td>General Manager, The Smith Family</td>
</tr>
<tr>
<td>Jonathan Larkin+</td>
<td>Strategy &amp; Finance and Corporate Media Principal, Telstra</td>
</tr>
<tr>
<td>Euan Robertson</td>
<td>General Manager, Government and Industry Affairs, Commonwealth Bank</td>
</tr>
<tr>
<td>Sarah Cruickshank+</td>
<td>Assistant Secretary, Fiscal and Monetary Policy Branch, Australian Treasury</td>
</tr>
<tr>
<td>Riki Polycen+</td>
<td>Chair, VSTAC, Chartered Accountants Australia and New Zealand</td>
</tr>
<tr>
<td>Andrew Quinton</td>
<td>Regional Manager, VSTAC, Chartered Accountants Australia and New Zealand</td>
</tr>
<tr>
<td>Andrew Wear</td>
<td>City Economist and Director of Economic Development and International, City of Melbourne</td>
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### VICTORIA & TASMANIA

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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Dr Pradeep Philip</td>
<td>Chairman and Lead Partner, Deloitte</td>
</tr>
<tr>
<td>Sherry Duhe</td>
<td>Chief Financial Officer, Newcrest Mining</td>
</tr>
<tr>
<td>Jane Hunt</td>
<td>Chief Executive Officer, The Front Project</td>
</tr>
<tr>
<td>Paul Kenny</td>
<td>Partner, Sector Leader, Government, Alless</td>
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<tr>
<td>Benjamin Parker</td>
<td>Chief of Staff, HESTA</td>
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<tr>
<td>Kelly Crigsty</td>
<td>CEO, Municipal Association of Victoria</td>
</tr>
<tr>
<td>Jeff Connolly+</td>
<td>CEO, Thales Australia</td>
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<tr>
<td>Jennifer Boulding</td>
<td>Chief Executive Officer, Programmed Health Professionals</td>
</tr>
<tr>
<td>Jim Frith+</td>
<td>Managing Director Australia, McDowell Dowell</td>
</tr>
<tr>
<td>Andrew Wear</td>
<td>City Economist and Director of Economic Development and International, City of Melbourne</td>
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### WESTERN AUSTRALIA

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<tbody>
<tr>
<td>Rick Neesham</td>
<td>Commercial Manager, Kneehaast</td>
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<tr>
<td>Vanessa Torres</td>
<td>Chief Technical Officer, South32</td>
</tr>
<tr>
<td>Jodi Cant</td>
<td>Director General, WA Department of Finance</td>
</tr>
<tr>
<td>Jason Chan</td>
<td>Executive General Manager, Bankwest</td>
</tr>
<tr>
<td>Kirsten Rose</td>
<td>Executive Director, Future Industries, CSIRO</td>
</tr>
<tr>
<td>Andy Wood</td>
<td>Asia Regional Leader, Microsoft</td>
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<tr>
<td>Mark Gimson</td>
<td>CEO, Anglicare WA</td>
</tr>
<tr>
<td>Mark Scott</td>
<td>Chief Executive Officer, Managing Director, Hastings Deering; Sime Darby Industrial Australasia</td>
</tr>
<tr>
<td>Rebecca Brown</td>
<td>Director General, WA Department of Jobs, Tourism, Science and Innovation</td>
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### QUEENSLAND

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Positional Role</th>
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<tbody>
<tr>
<td>Tasman Graham</td>
<td>CEDA Individual Trustee</td>
</tr>
<tr>
<td>Ben Malpass+</td>
<td>Former Executive Vice President, Sales, TechnologyOne</td>
</tr>
<tr>
<td>Louise Dudley+</td>
<td>President, Australian Water Association</td>
</tr>
<tr>
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* Denotes people who retired from a position during 2022-23.
In the financial year 2022-2023, CEDA continued to invest in long-term revenue generation. During this period, CEDA reduced its net deficit to $1.0 million, an improvement of $0.9 million on the preceding financial year, driven by an expansion of member offerings and a notable uptick in face-to-face events (56 compared to 35 in 2021-2022).

Statement of profit or loss and comprehensive income

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

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

Statement of financial position

The net asset position decreased from $9.3 million to $8.3 million. Investment and cash holdings decreased by $0.2 million. Fixed non-current assets decreased by $0.5 million, as property leases were renewed at lower rates and legacy technology systems were replaced with software-as-a-service products. Total liabilities increased by $0.3 million, driven by increased prepaid membership and event revenue.

Statement of cash flows

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

Net deficit recorded

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

Revenue growth

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

Balance sheet reserves increase

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

Continued investment increased expenses

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