>ceda

2025-2026 IMPACT REPORT

Committee for Economic Development of Australia



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CHAIR AND CEO STATEMENT

The 2025-26 year brought continued volatility and challenge, domestically and internationally: war, geopolitical tension, social unrest, cost of living pressures and declining productivity and business dynamism.

Our inaugural *State of the Nation* report in June, the first scorecard of Australia's performance against CEDA's six Progress 2050 goals, showed we are a long way from the strong economy and social compact our Progress 2050 agenda envisages.

In this decisive moment for our nation, we must harness Australia's many advantages now to secure future prosperity. CEDA's independent voice and role in connecting members remains critical.

Over the past year, we continued to leverage member insights, while providing a space where business, government, community and academia can find common ground.

Our member partnerships tackled Australia's biggest challenges: productivity co-labs with UNSW and Deloitte, research and advocacy on housing with Urbis, and construction productivity with WSP.

Working with the National AI Centre, our AI Leadership Summit provided the latest insights, while our report with TechnologyOne showed AI can make environmental approvals faster and better. Our AI and ESG Communities of Best Practice have now been attended by more than 800 members (AI) and 700 members (ESG).

We took clear priorities to the Economic Reform Roundtable, proposing a renewed wave of national economy reforms and a National Productivity Fund to reward performance, while sharing insights on the care economy. And we have remained a strong public voice advocating for a steady and sustainable approach to migration, complimenting member perspectives with data and evidence to shape the debate and policy.

Convening more than 180 events and conversations, we reached audiences of more than 18,000.

Thank you to our members for your curiosity, frontline insights and courage to back reform, along with our many sponsors, speakers, State Advisory Councils, Board and the CEDA team.

We look forward to continuing to work with you to drive the progress Australia needs.

CHRISTINE BARTLETT CHAIR
MELINDA CILENTO CEO





IMPACT AT A GLANCE

MEDIA, SOCIAL MEDIA, WEBSITE, RESEARCH

49,291
Social media followers

330,000
Website visitors

14,000
Research PDF downloads

EVENTS

16,828
Attendees

2,458
Organisations represented

171
Events

RESEARCH AND MEMBERS

400+
Members

16
Research Reports, Data Insight papers and Budget Notes

802 (AI) and 705 (ESG)
Attendees of Communities of Best Practice events













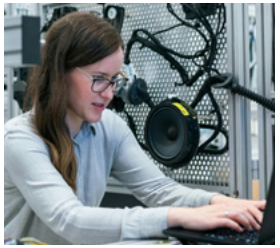
PROGRESS 2050

Progress 2050 is our vision of long-term prosperity for all Australians. Launched in 2024–25, it responds to growing global challenges and the call from our members for bold, people-centred action.

At its core, Progress 2050 recognises that an economy is about people. It is built on two connected pillars - a strong economy and a strong social compact, because one cannot thrive without the other. Together they create a target for Australia's future: a nation that is innovative, inclusive and resilient.

These pillars are supported by six strategic goals developed through extensive consultation and research, guiding how we measure and drive real progress. In the following pages you can read more about our work towards the goals of a strong economy and a strong social compact.

Strong Economy



PRODUCTIVITY, INVESTMENT AND INNOVATION



KNOWLEDGE, SKILLS AND WORKFORCE



ENERGY TRANSITION AND CLIMATE ADAPTATION

Goal 1: Australia's businesses are amongst the most competitive and dynamic in the world.

Goal 2: Australia's skills, knowledge and ideas are valued, invested in and sought after – locally and globally.

Goal 3: Australian businesses and communities lead climate adaptation and the transition to affordable, reliable and secure clean energy.

Strong Social Compact



WELLBEING, SECURITY AND PARTICIPATION



DISADVANTAGE AND OPPORTUNITY



INCLUSION AND EQUITY

Goal 4: All Australians have access to the education, housing and care they need to thrive.

Goal 5: All Australians have the opportunities and support to live a productive, connected and meaningful life.

Goal 6: Australia's success is characterised by the vibrancy and diversity of our workplaces and society.

CASE STUDIES

"The timeliness and relevance of the research was underlined by the enthusiastic contribution of business and policy makers from across the country and the Federal Government's commitment of $105 million in its May Budget to develop AI solutions for exactly this purpose mid-way through the project"

DAVID FORMAN
DIRECTOR OF GOVERNMENT RELATIONS,
TechnologyOne

CASE STUDY 1 | RESEARCH PARTNER: TechnologyOne

Efficient environmental approvals are critical to Australia's economic growth and productivity. And with nearly $300 billion of construction work in the pipeline, efficiency gains here can translate to sizeable economic benefits.

Yet approvals processes face significant technical complexity, persistent skills shortages and fragmented data, contributing to costly delays and uncertainty.

CEDA partnered with TechnologyOne, one of Australia's leading technology companies, to explore how AI and improved data capability could transform Australia's environmental approvals systems. The partnership combined CEDA's independent policy research with TechnologyOne's expertise in digital government, and led to the report *Approved: How AI and data can transform Australia's environmental approvals.*

Drawing on consultations with more than 40 stakeholders across government, industry and academia, the research set out practical recommendations to modernise approvals.

The report was followed by a $106 million Federal Budget commitment to improve environmental data and information systems and deploy AI to accelerate approvals, closely aligning with CEDA's recommendations. Subsequent developments in national environmental data standards and government AI coordination further reinforced the report's reform agenda.

CASE STUDY 2 | RESEARCH PARTNER: Urbis

Australia has missed the benchmark of 240,000 new homes a year every year since 2016. CEDA's housing research series, delivered in partnership with Urbis, sets out practical reforms to close that gap.

The partnership brings together CEDA's independent policy research and Urbis' expertise in planning, urban economics and property markets. It forms part of CEDA's Progress 2050 agenda, and its vision that all Australians have access to the housing they need to participate fully in life.

The series works through the supply puzzle one lever at a time.

A Middle Path: How Gentle Density Can Help Solve Australia's Housing Crisis made the case for gentle density and planning reform at scale. *Built Different: Modern Methods of Construction* found modular construction can halve build times and take $116,000 off the cost of an average apartment,and called on state governments to lead the way. Further papers on social and affordable housing, and on land use, planning and regulation, extend the work from what it costs to build to who gets housed and what gets permitted.







POLICY IMPACT

	RECOMMENDATIONS	IMPACT	GOAL
❶ **SUPPORTING AI-ENABLED ENVIRONMENTAL APPROVALS**	CEDA called for better use of data and AI to streamline environmental approvals, reduce delays and lift productivity.	The Federal Budget included $105.9 million to speed up approvals through better access to environmental information and AI deployment.	**Goal 3:** Australian businesses and communities lead climate adaptation and the transition to affordable, reliable and secure clean energy.
❷ **MOVING TOWARDS A MORE SEAMLESS NATIONAL ECONOMY**	CEDA advocated for a reduction in inconsistent regulation and barriers across state borders to improve productivity and support business growth.	The updated National Competition Policy agreement adds regulatory harmonisation measures including single-market goods, worker, and heavy-vehicle reforms.	**Goal 1:** Australia's businesses are amongst the most competitive and dynamic in the world.
❸ **STANDARDISING OCCUPATIONAL LICENSING**	CEDA recommended that occupational licensing should be standardised nationally, including extending automatic mutual recognition of occupational registration to all states.	State treasurers have committed to a national electrical licence and a national worker screening approach across the care economy.	**Goal 2:** Australia's skills, knowledge and ideas are valued, invested in and sought after – locally and globally.
❹ **REDUCING THE REGULATORY BURDEN**	CEDA called for a lower administrative burden on new and growing firms.	The Federal Budget committed to reducing the regulatory burden by $10.2 billion a year.	**Goal 1:** Australia's businesses are amongst the most competitive and dynamic in the world.
❺ **BETTER RECOGNISING MIGRANT SKILLS**	CEDA called for better recognition of the qualifications held by migrants.	The Government is investing $85.2 million to accelerate skills assessments and occupational licensing for migrant trade workers.	**Goal 6:** Australia's success is characterised by the vibrancy and diversity of our workplaces and society.
❻ **REVIEWING THE MIGRATION POINTS TEST**	CEDA urged greater emphasis on skills and experience within the migration points test.	The Federal Budget included a commitment to reform the points test to select better educated, higher-skilled and younger migrants.	**Goal 6**: Australia's success is characterised by the vibrancy and diversity of our workplaces and society.
❼ **RECOGNISING MODERN METHODS OF CONSTRUCTION**	CEDA advocated for states and territories to establish dedicated approval pathways for modern methods of construction and nationally consistent definitions.	NSW has passed laws that recognise prefabricated buildings and integrate MMC into approvals. VIC has strengthened consumer protections to support MMC with a definition soon to be legislated. The Australian Building Codes Board is developing national MMC definitions.	**Goal 4**: All Australians have access to the education, housing and care they need to thrive.
❽ **ENCOURAGING GENTLE DENSITY**	CEDA pushed for state and local governments to upzone entire LGAs.	Sydney councils are required to zone for 30 years of housing capacity across their whole LGA, and the state government will rezone land itself where they don't. VIC has introduced a Townhouse and low-rise code across significant portions of residential land.	**Goal 4**: All Australians have access to the education, housing and care they need to thrive.
❾ **LINKING HOUSING FUNDING TO PRODUCTIVITY**	CEDA recommended that the Federal Government should reward states that adopt planning reform.	The Federal Budget allocated $2 billion to payments for housing enabling infrastructure, tied to reforms that improve housing sector productivity and speed up approvals.	**Goal 4:** All Australians have access to the education, housing and care they need to thrive.

INDUSTRY IMPACT

CEDA's Communities of Best Practice and industry partnership program help us drive maximum impact for our members and Australia's economy and society.

Through Communities of Best Practice, shared member insights translate into practical action. Two forums, covering AI and ESG, bring members together to share practical experience, learn from each other and keep pace with developments.

In 2025-26, our AI online forums and in-person workshops covered matters of governance and designing AI we can trust, while also exploring healthcare applications and productivity benefits of AI.

In ESG, we explored issues including climate, sustainability reporting and anti-slavery, while tackling the challenge of increasing uninsurability in Australia, and how to use AI to power ESG.

Communities of Best Practice are included in the CEDA membership and open for all members to attend and participate in.

Our industry partnerships program enables deeper collaboration with our members to drive meaningful impact. The program creates opportunities for members to contribute industry expertise and on-the-ground insights, connecting evidence with real-world experience to inform CEDA's policy research and advocacy.

During the year, we partnered with UNSW and Deloitte to host a series of events on productivity, a key pillar of our Progress 2050 vision, ahead of the Government's Economic Reform Roundtable. In collaboration with TechnologyOne, we produced *Approved: How AI and data can transform Australia's environmental approvals*, a report looking at ways to unlock the $278 billion construction pipeline in housing and clean energy. The report coincided with a $45 million Federal Budget commitment to speed up and simplify approvals.

In partnership with Urbis, we have published two reports to date, as part of an ongoing series, to explore practical solutions to Australia's housing crisis. The reports explore the cost and construction time savings modern construction methods afford, and how reforms allowing gentle density increases could add close to one million new homes across Australia's five largest cities.

"A new report ... from CEDA on modern methods of construction finds that they can make houses that are 20 per cent cheaper and produced up to 50 per cent quicker."



THE HON. DR ANDREW LEIGH
FEDERAL ASSISTANT MINISTER FOR PRODUCTIVITY, COMPETITION, CHARITIES AND TREASURY

CEDA's representation on a wide range of external bodies reflects the demand for our research and advisory capabilities.

- ACCC Performance Consultative Committee
- Amplify Australia Research Committee
- Australian Circular Economy Hub Advisory Board
- Australian Statistics Advisory Council
- Curtin University Economics Discipline Advisory Group
- Deakin University Economics Advisory Board
- Economic Inclusion Advisory Committee
- Expert Council on University Governance
- GovAI CoLab
- Infratsructure WA Board
- Melbourne Institute Advisory Board
- Ministerial Advisory Council on Skilled Migration
- OECD Economic Survey of Australia
- Responsible Artificial Intelligence at Scale
- Poverty Research Network
- Universities Studies Centre
- WA Economics Society Council

THE STATE OF THE NATION

CEDA's State of the Nation 2026 conference looked at how Australia can build a more productive, resilient and trusted economy in an ever-adapting world, in line with our Progress 2050 vision.

The conference, addressed by Prime Minister Anthony Albanese, senior policymakers, business leaders and decision makers, recognised we can no longer rely on the assumptions that have carried the country through the last three decades.

Discussions focused on using our strong foundations of people, capital, institutions and ideas more deliberately to strengthen productivity, resilience and living standards in the national interest.

Our first *State of the Nation* report informed many of the conference discussions, highlighting productivity, investment and business dynamism as some of our most urgent economic challenges, and calling for more investment in skills, training, research and innovation.

The report highlighted the energy transition as the clearest area of progress, while also citing Australia's advantages in abundant renewable energy and critical minerals, a world-class research base, proximity to fast-growing economies, strong institutions and emerging technologies such as AI.

It also addressed systemic disadvantage in our society and reiterated the core theme of CEDA's Progress 2050 vision: that a strong economy and a strong social compact are interlinked and dependent on each other.

"Having been part of many CEDA events over many years, I know that these are consequential gatherings with provocations and contributions that have the capacity to genuinely shape Australia's future."



THE HON. SAM MOSTYN AC
GOVERNOR-GENERAL













FOUNDING MEMBERS: WESTPAC

In 1960, Sir Douglas Copland formed CEDA to bring together leaders from business, government and academia. The Bank of New South Wales, now Westpac, was among the organisations that joined him.

More than six decades on, that partnership is as active as ever. Over this time 307 people from across Westpac took part in CEDA events nationally, and Westpac leaders appeared as speakers 22 times across 21 events, helping shape debate on the issues that matter most to Australia's economic future. Through 22 sponsorships and partnerships, Westpac has also helped bring that conversation to audiences in every state and territory.

NEW MEMBERS: FORREST RESEARCH FOUNDATION

"We love being part of the CEDA community because of our overlapping values: curiosity, collaboration, and a genuine commitment to Australia's long-term prosperity. At the Forrest Research Foundation, we believe the big questions facing our communities can only be answered together. CEDA creates the space where business, government, community and research leaders can have honest, evidence-based conversations about the future. And in our most recent partnership, we are ensuring thew work of our researchers moves beyond the shelf to impact on real-world challenges which we can help solve."



PROFESSOR JAMES ARVANITAKIS
DIRECTOR, FORREST RESEARCH FOUNDATION



Westpac Chief Executive Institutional Bank Nell Hutton and CEDA Chair Christine Bartlett

OUR HIGHLY VALUED
CEDA TRUSTEE ROUNDTABLES

CEDA TRUSTEE POLICY ROUNDTABLES

In August 2025 the Treasurer convened the Economic Reform Roundtable, with productivity at the centre of the agenda. At the same time, the Productivity Commission was consulting on interim reports from its five productivity inquiries.

Between August and October 2025, CEDA held eight invitation-only Trsutee policy roundtables across five cities, in partnership with Deloitte and UNSW and in collaboration with the Productivity Commission. Three were led by Ministers the Hon Patrick Gorman MP, the Hon Dr Andrew Leigh MP and the Hon Dr Daniel Mulino MP. Five were held with eight Productivity Commissioners, including Deputy Chair Alex Robson and Commissioner Catherine de Fontenay. The Roundtables covered the inquiry themes of a dynamic and resilient economy, a skilled and adaptable workforce, data and digital technology, quality care, and clean energy and the net zero transformation.

The roundtables brought together 165 senior leaders from 75 organisations across banking, technology, energy, resources, care, universities, peak bodies and government.

The series gave members a direct line into policy development. Participants gave feedback to the Productivity Commission and responsible Ministers on the interim reports and the proposed reform agenda.

CEDA Chief Economist Cassandra Winzar took insights from the August roundtables to the Treasurer's Economic Reform Roundtable in Canberra. The program showcased CEDA's ability to convene government, business, academia and the community on a live reform question, and to put that input in front of decision-makers while policy was still being shaped.

CEDA TRUSTEE ROUNDTABLES

CEDA's Trustee roundtables continued to give members a trusted forum to engage directly with policymakers and experts on emerging issues for business and government.

We held 68 roundtables across every state, the ACT and online, attracting more than 2,200 registrations. Topics ranged from productivity, housing supply and infrastructure priorities to energy, environmental approvals, AI and state economic outlooks, with speakers including federal ministers, senior public servants and Reserve Bank Governor Michele Bullock.

Hosted with member organisations, these small, candid discussions help participants test ideas and build relationships, and info

"These are a standout example of meaningful stakeholder engagement. They bring together decision-makers and experts from across sectors to have frank, informed conversations about Australia's biggest opportunities and challenges."

BELINDA MERHAB
DIRECTOR, COMMUNICATIONS AND ENGAGEMENT, INFRASTRUCTURE AUSTRALIA

"CEDA roundtables enable RACV to be involved in conversations that matter, to help us improve the lives of our members in motoring and mobility, home, cleaner energy and leisure and influence better outcomes for Victorians and Australians."

LIZ CAREY
RACV GM CORPORATE AFFAIRS







PROGRESS 2050: STRONG ECONOMY

AI has the potential to drive many of CEDA's Progress 2050 goals, from enabling Australian businesses to become the most dynamic and competitive in the world, to advancing innovation in the care economy.

Our annual AI Leadership Summit creates a space for members across all sectors to understand and discuss the latest AI developments, through the lens of developing and adopting AI to enable Australia's future prosperity.

At the 2025 Summit, held in Brisbane in collaboration with the National AI Centre, international speakers including experts from OpenAI and NVIDIA outlined what's next for the sector, citing the emergence of physical AI as the next trillion-dollar "ChatGPT moment".

Throughout the year CEDA also focused on declining business dynamism, the clean energy transition, migration and the aged care worker shortage.

Our *Hustling, not hiring: Why fewer Australians are starting a business* report found entry rates for businesses with employees, an important prerequisite to business dynamism, fell from 15.1 per cent to 10.7 per cent in the past two decades. We proposed four policy priorities to strengthen business formation, such as reducing the administrative burden and expanding access to finance and risk protection for new businesses.

We continued to argue the case for migration as an economic development enabler and called for a new essential skills visa stream to address critical workforce shortages.

In our *Duty of care: How to fix the aged care worker shortage* report, we found just 2,426 temporary migrants were sponsored under all labour agreements in the aged care sector at the end of June 2025, less than one per cent of all personal care workers in the sector.

More than 300 leaders from business, government and the energy system came together in Melbourne for our Climate and Energy Summit 2026, with a clear theme that net zero requires coordinated action across markets, communities and institutions.















POLICY STORY

CEDA member ATCO Structures is proving, in real time, how modern methods of construction (MMC) can deliver homes faster. Working with Attainable Homes Calgary (AHC), it built an 84-unit modular apartment complex in 275 days, spending just 10 days on site.

Across the street, a traditionally built development delivered 70 units in 660 days, at a rate of 9.43 days per dwelling. The modular project completed a dwelling every 3.27 days, a 188 per cent difference.

Planning settings also helped. AHC buys land ahead of time, and Calgary's as-of-right zoning pre-approves land for high-density housing, cutting approvals to around 60 days. The partnership has committed to delivering 1,164 modular homes by 2028.

With construction capacity under pressure in Australia, new MMC factories are emerging across the country. The benefits are obvious, particularly combined with planning reform tackling slow approvals and fragmented zoning.

"As the global innovation system fractures, we urgently need to invest in home-grown innovation to ensure local prosperity and well-being"



PROFESSOR ATTILA BRUNGS AO
VICE-CHANCELLOR AND PRESIDENT – UNSW SYDNEY
(GOAL 1: PRODUCTIVITY)

"Human creativity, critical thinking, and big ideas will be among the most sought-after skills in an AI-powered workforce, as new technologies augment the tasks of today's work. We have entered a new era of learning and development"



AMY LOMAS
CHIEF ECONOMIST, PARTNER, CAPITAL PROJECTS & INFRASTRUCTURE – PWC
(GOAL 2: SKILLS AND WORKFORCE)

"We need to move beyond thinking of energy as simply a transition and instead view it as expansion by unlocking productivity, innovation and growth. While progress is underway, Australia is falling behind on climate adaptation, with increasing climate extremes highlighting the urgency to better prepare communities and build resilience."



BEN WHITE
MARKET DIRECTOR – ENERGY AT BECA
(GOAL 3: ENERGY AND CLIMATE ADAPTATION)

PROGRESS 2050:
STRONG SOCIAL COMPACT

In 2025-26, CEDA research focused on housing, a fundamental of Australia's social compact, with two research reports highlighting reforms that can increase housing supply.

The first housing report focused on increasing density in well-located areas. *A middle path: How gentle density can help solve Australia's housing crisis* found that housing supply would increase by nine per cent if a quarter of standalone homes in our five largest cities were developed into dual occupancies.

Published in partnership with CEDA member Urbis, the report noted greater use of medium density options could add close to one million new homes in those five cities.

The second report in our series with Urbis, *Built different: Modern methods of construction*, found modern construction methods, including components pre-built or built off-site and 3D printed buildings, could reduce construction times by 20 to 50 per cent and reduce costs by around 20 per cent when implemented at scale.

Our Strong Social Compact work also looked beyond bricks and mortar to the question of who gets to lead and shape Australia's economy.

A landmark discussion with Martin Luther King III confronted the urgent need for greater Indigenous representation in Australia's economic leadership to progress national prosperity.

"In the United States, when doors opened for African Americans and other minorities to fully participate in the workforce, it didn't just change lives, it transformed industries, sparked innovation and strengthened the economy. Australia has the same opportunity," he told the Sydney audience.

Health service delivery was another Strong Social Compact issue highlighted during the year as part of our Progress 2050 vision. This is a continuing agenda focus for the year ahead.

Events in Brisbane and Perth addressed issues ranging from improved patient pathways and better health outcomes to healthcare productivity, workforce sustainability and digital transformation.















POLICY STORY

Underutilisation of Indigenous talent is an economic issue in its own right, argues CareerTrackers CEO Adam Davids.

With Indigenous Australians the youngest and fastest growing cohort in the population, yet significantly underrepresented in professional roles, CEDA member CareerTrackers has delivered more than 9,000 internships and built an alumni network of more than 1,600 Indigenous professionals.

Many of these professionals now play a critical role in shaping industries as well as mentoring, training and inspiring the next generation.

"When Indigenous Australians are excluded from professional and leadership roles, the cost is borne not only by individuals and communities, but by the broader economy," says Davids.

"Through paid, structured internships aligned to university study, Indigenous students enter workplaces as emerging professionals, not as gestures."

CareerTrackers alumna Renee Wootton Tomlin, founder and CEO of New Era Energy, remembers the belief the organisation showed in her "when I was crawling my way just to get to the starting line".

"They provided a first look into the possibilities of what life could look like as a young Indigenous fair-skinned woman trying to not only enter engineering but build a career for myself," Renee says.

"It's not just the doors that they've opened. It's the sustained support that I've now received over 15 years of my career."

"Investing in the services and systems that uphold our social compact is more important than ever, particularly as volatility and division become the norm. Building long-term prosperity requires recognising the dignity and value of every Australian, so we can build a more inclusive economy capable of weathering future storms."



TAMARA THOMAS
NATIONAL DIRECTOR, UNITINGCARE AUSTRALIA
(GOAL 4: SECURITY, WELLBEING AND PARTICIPATION)

"Public confidence in healthcare AI depends not only on outcomes, but on transparency and accountability. Equity is not just about whether AI systems are biased, but about who benefits from adoption and who is left behind. Governance frameworks that are overly complex or resource-intensive risk concentrating AI benefits in well-resourced settings, while smaller or regional services struggle to participate. Poor governance design can unintentionally entrench inequity, even when intentions are sound."



STEVEN MCPHAIL
DIRECTOR OF THE AUSTRALIAN CENTRE FOR HEALTH SERVICES INNOVATION (AUSHSI) AND THE CENTRE FOR HEALTHCARE TRANSFORMATION AT QUT
(GOAL 5: DISADVANTAGE AND OPPORTUNITY)

"Industry must work together across three critical areas: policy, the levers that shape funding, regulation and incentives; place, how we plan and design sustainable, inclusive communities; and product, how we design, build and deliver homes. When these elements are aligned, they form a connected pathway capable of supporting resilient, adaptable housing systems that meet the demands of today and future generations."



MALCOLM SMITH
AUSTRALASIAN CITIES LEADER, AND THE ARUP FELLOW IN MASTERPLANNING AND URBAN DESIGN, ARUP
(GOAL 3: CLIMATE AND ENERGY)

PHILANTHROPY

Philanthropy has a powerful role in driving the long-term systemic change needed to build the prosperity envisioned for Australia in Progress 2050.

CEDA's Progress 2050 work focuses on a strong economy and strong social compact, and the connection between the two. By design, Progress 2050 envisions a better Australia in 2050, looking past short-termism to the changes needed for the nation's long-term wellbeing. We see areas such as disadvantage, housing, care, education, workforce participation, climate adaptation and social cohesion as key economic issues because they shape participation, opportunity, resilience and long-term prosperity.

We use philanthropy and donations to deliver our leading research on these critical issues and engage government, industry, members and partners in our work.

Acting in the space between business and government, philanthropy can help build evidence, support collaboration, give communities a stronger voice in decisions that affect them and help society discover better answers.

Importantly, philanthropy operates outside electoral cycles and can help sustain the long-term work needed to turn evidence into practical reform. More than a form of charity, philanthropy can be strategic, productive and sustainable.

We are entirely member funded. As we look to be more ambitious with our vision and agenda, and to promote braver and still respectful conversations across all sectors, our philanthropic funding can help us to have greater impact in the national interest.

By contributing to CEDA, you help us generate new ideas, design policy solutions, undertake economic analysis, convene essential conversations and build the evidence needed to support better outcomes for Australians. It allows us to maintain our independence while focusing on the issues that matter most to the country's future prosperity.

For more information visit ceda.com.au/about/support-us













CEDA'S BOARD OF DIRECTORS

CEDA's Board is made up of prominent leaders from business, government and academia who work to guide and govern the organisation. Thank you to all of our Board members who served in 2025-26.



Christine Bartlett



Professor Robert Breunig



Paddy Carney



Dharma Chandran (ceased Nov 2025)



Dr Michael Drew (commenced Feb 2026)



Justin Jamieson



Ming Long AM (ceased Nov 2025)



Sam Nickless



Dr Pradeep Philip



Dr Vanessa Torres



Kate West (commenced May 2026)



Richard Yetsenga



Melinda Cilento, CEO

Thank you to our State Advisory Council Members for your support in 25-26.

THANK YOU TO OUR LEAD MEMBERS DURING 2025-26, PART OF OUR 400-STRONG MEMBER BASE



Correct as at end of June 2026