About this publication
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About CEDA
For 50 years CEDA has informed, influenced and raised the standard of discussion about the issues shaping Australia's economic and social development. It is an independent, not-for-profit organisation funded from membership subscriptions, research grants, sponsorship and events.

CEDA's independence provides it with the capacity to speak, unhindered by vested interests, to the government, business, academic and policy communities. Through its forums and publications, CEDA reaches tens of thousands of Australians each year.

Your support
CEDA welcomes contributions from individuals and companies to the general research fund or specific projects. CEDA is a deductible gift recipient under the Income Tax Assessment Act 1997.

Consistent with its founding principles, CEDA undertakes objective research and analysis on Australia's economic development. It produces well-informed, research-based publications that tap into the world's best thinkers and focus on deliverable change.

Contact us to find out more:
CEDA – the Committee for Economic Development of Australia
Level 13, 440 Collins Street
Melbourne 3000 Australia
Telephone: +61 3 9662 3544
Fax: +61 3 9663 7271
Email: info@ceda.com.au
Web: ceda.com.au
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Geoff Allen was appointed Chairman of CEDA in 2008, following forty years of association and experience of CEDA as a true “bridge” between the public and private sectors.

Foreword

It is a great privilege for me to be Chairman of CEDA on this anniversary after an association going back for forty of its fifty years.

This association started as a political advisor to a Federal Treasurer and Leader of the Opposition who, with his peers, saw CEDA as the platform of choice for key speeches and thinking aloud about the future of Australia and our policy options.

It was then as a young business academic, invited to engage in important and stimulating discussions with Trustees and in public forums. Here I was pleased to work with CEDA on its pioneering exploration of corporate social responsibility.

It was also as CEO of national business organisations where CEDA research was seen as objective and influential, and where I observed at close quarters CEDA’s role in what was to become the Business Council of Australia.

And it was then as head of a member company, able to witness the value for us and our staff from the policy debates held, and relationships built, at CEDA events.

CEDA’s activities and impacts have waxed and waned over the years, but it has never lost influence. But I am pleased to say in this, its fiftieth year, we believe we are in the midst of a resurgence of support with enhanced engagement of policy leaders and wise counsellors, and a strong secretariat spread in five offices across Australia – all leading to a significant and growing impact on the future of this lucky country.

Our Board is strong, and deeply committed to an ambitious agenda to expand the organisation and contribute even more effectively to the economic and social development of Australia.

The people who work for CEDA today, and those who have done so over the last 50 years, are a dedicated and professional group with a rare gift for balancing the needs of our members within the broader context of the Australian public policy debate.

I believe our Research and Policy Council, with its high level professional support, is the strongest network of practical and policy-engaged economists in Australia.

This book sets out only some of the achievements of the organisation over half a century. It presents the reflections of just a few of those who have been deeply engaged over the years. A brief survey of the papers written, conferences held and people involved reveals a depth of engagement that no history could completely and accurately reflect.

Today we are looking forward to pursue with a new strength, determination and vigour goals that have hardly deviated from those espoused by the founder Sir Douglas Copland.

These goals are for CEDA to be a non-political voice for well researched expertise; a bridge between the public and private sectors; a broker of ideas through research and policy analysis; and a forum for enlightened, non-partisan discussion and debate on emerging matters of national economic and social importance.

Geoff Allen AM
National Chairman, CEDA
CEDA was formed in 1960 by Sir Douglas Copland, one of Australia’s foremost economists. Sir Douglas wanted to create a national, independent body that could harness the ideas and influence of the greatest minds in Australia’s business, community and academic worlds.

50 years of CEDA

CEDA was formed as a national, not-for-profit organisation for economic and public policy research and dialogue. It was funded by private members and corporate subscriptions. From the start, CEDA was objective and not associated with any political or economic group. Its aim at its inception remains its aim today – to bring together leaders from the business, academic and community sectors to initiate independent research and debate on matters of national economic importance.

The concept for CEDA was based on US think-tank the Committee for Economic Development (CED). The CED was formed in 1942 to deal with the problem of anticipated unemployment after the second world war and was influential in shaping the Marshall Plan and the post-war monetary system.

Over the years, CEDA has articulated and advised on some of Australia’s biggest challenges. Its focus has always remained on how to encourage economic growth while maintaining social and environmental wellbeing. A short overview of CEDA’s priorities are reflected in the following issues and outcomes

Immigration and emigration

CEDA has been influential on immigration issues since Reg Appleyard’s 1963 research on low-cost housing for migrants.

CEDA’s highly influential research report on the economic impact of immigration was issued in 1985. Part
of a four-year project, it was overseen by then CEDA economic adviser Dr Neville Norman and researcher Katherine Meikle. It was carried out in conjunction with the Department of Immigration and Ethnic Affairs.

The research initially won support in 1982 from the Fraser Government immigration minister, Ian Macphee. His Hawke Government ministerial successor, Chris Hurford, embraced the report and implemented number of its recommendations. Among these was the creation of a Bureau of Immigration Research.

The most far-reaching of the report’s recommendation to be implemented by the Hawke Government was the implementation of a points system for skilled migration. Since its adoption in the late 1980s, this system has increasingly become a model for immigration in other parts of the developed world.

Skilled emigration has also been a concern. A landmark report in 2003 on “Australia’s diaspora” changed the debate by pointing out that rather than enduring a “brain drain”, Australia experienced “brain circulation”, with skilled Australians moving overseas and then often returning to use their experience at home. Population and its relationship to economic growth and community welfare remain priorities for CEDA in its 50th year and beyond.

Infrastructure
CEDA put infrastructure firmly on the national agenda with the release of Growth 54: Infrastructure: Getting on with the Job in 2004. The report articulated powerful concerns from industry and academia about the negative impact of failing infrastructure on Australia’s economic development. It continues to be a significant issue today.

Asia
In the early 1960s, CEDA produced a series of studies on the South-East Asian economies when Australia was waking up to the importance of engaging with Asia. This issue remains at the forefront of CEDA’s research agenda, with the publication in 2005 of Growth 55: China in Australia’s Future, a major report outlining the opportunities for Australia to engage with China.

Taxation
CEDA vigorously supported the Mathews Committee’s tax recommendations in the mid-1970s. Its influence was felt in the Fraser Government’s introduction of a system of stock value adjustments to help businesses cope with inflation, and in the 1976 introduction of tax indexation – although this last reform was quickly abandoned.

More recently, CEDA’s call to spur labour force participation through tax cuts for low-income earners has been taken up by the OECD and became a feature of Howard Government tax policy through 2007.

Indigenous issues
Aboriginals and the Mining Industry, published in 1984, was influential in arguing for increased government expenditure to overcome problems in remote aboriginal communities.
Industrial relations

CEDA’s contribution to debate on wages and IR has been substantial. *Wages and Productivity* was a major study released in 1967, and in the 1980s CEDA surveyed more than 200 business leaders about the arbitration system to support the Niland-Turner report.

It was one of the important influences that came together to shift industrial focus to enterprise-level relationships, and the related work practices and productivity agenda.

Corporate social responsibility

In 1976 as part of a major publication series on the role of the private sector, CEDA published the first major text on corporate social responsibility, *The Social Responsibility of Corporations*.

Broadband

In recent years CEDA has explored options and strategies for the best outcomes from emerging broadband technologies. *Growth 60: Australia’s Broadband Future – Four Doors to Greater Competition* (2008) outlines how information services can be delivered by using existing technology better, and how the rollout of fibre can be implemented with an expansion – not compromise – of competition. The report puts forth concrete proposals that would grow the broadband market and deliver better services naturally in a cost-effective way.

Water

CEDA members continue to rank water as the number one priority. A landmark 2004 report, *Growth 52: Water and the Australian Economy*, called for a new approach to water management in Australia to ensure the future sustainability of this scarce resource.

In July 2010, CEDA, UniWater (Melbourne and Monash Universities) and Harvard University announced the formation of the Australian Water Project, a significant two-year study of Australia’s water shortages and policy solutions.

Public debate and policy discussion

Over the years CEDA has provided a tier-one platform for public discussion and policy debate. This has been a venue of choice for prime ministers, premiers and other leading politicians, and thought leaders in business, academia and the not-for-profit sector. Issues have ranged from the impact of tax reform to the more challenging women in leadership. As well, detailed discussion in smaller Trustee meetings and boardroom briefings have enabled robust debate on a wide range of issues, clarifying and influencing economic and other policy issues.

“I commend CEDA on your achievements of the last 50 years. May the 50 years ahead see CEDA’s contribution to the body politic of Australia be even more substantial. In the present day, I know CEDA will continue to critique government policies and we welcome the analysis and scrutiny.”

Julia Gillard
Prime Minister of Australia
(then Deputy Prime Minister), Adelaide, May 2010
For 50 years, CEDA has aimed to inform and enlighten economic decision making in Australia. It sets itself the mission of engaging the brightest minds in the search for the best policy ideas. Since its inception in 1960, CEDA has remained true to this role as an entrepreneur of ideas.
From the start, and continuing today, CEDA is funded by members who are committed to a deeper, broader and more insightful public policy discourse on economic reform. It has never been aligned with government, or any political group or ideology.

It offers an important independent voice in public policy by:
- publishing independent research and policy options
- providing a forum for debate and discussion
- offering a membership network to people and organisations that want to participate in the important debates that will shape Australia’s economic future.

**Membership network**
CEDA has a broad and balanced membership
Members form a national network committed to advancing Australia’s economic growth through thought leadership, public policy debate and research.

The membership is made up of more than 800 business, government, academic and community organisations. With more than 1780 individual trustees and thousands of engaged employees from leading business, government and academic organisations, CEDA members are well connected and well informed on economic, business and public policy issues.

CEDA has six categories of membership: Premier National; National; Premier Corporate; Corporate; Business; and Individual.

**CEDA Trustees**
Member organisations nominate Trustees to act as the custodians of CEDA membership and as the primary point of contact.

CEDA’s Trustees play a particularly important role. As the nation’s business and public policy leaders, they offer their vision and ideas to advance Australia’s economic development. In return, they have exclusive access to CEDA’s research, forums and events, networking and professional development programs.

Trustees represent their organisation at annual events such as the State of the Nation and the Economic and Political Overview conferences.

“With more than 25,000 events organised and more than 2000 papers published since its creation in 1960, the Committee for the Economic Development of Australia has well and truly lived up to its ambition to be an entrepreneur of ideas.”

Tony Abbott
Leader of the Opposition, at CEDA’s State of the Nation, Canberra, June 2010

Trustees also host and attend boardroom briefings with other Trustees. Trustees can also participate in CEDA research reference groups.

Being a CEDA Trustee is an opportunity to network at the most senior levels and to be integrated with the ever changing economic and political platform with which we work.

**Research and policy work**
CEDA Research and Policy delivers analysis, comment and solutions on the major economic reform challenges facing Australia today, and into the future. CEDA’s research and policy framework is an integrated program of research and forums for discussion on policy issues. Current research and policy priorities that have emerged from consultation with the CEDA membership are:
- Population
- Water
- Broadband and digital information
- Climate change and energy
- Infrastructure development and effective private-public partnerships
- Australia’s fiscal architecture.

Independent analysis, debate and policy outcomes on these issues can have a significant impact on Australia’s economic and social wellbeing.

**Forums and meetings**
CEDA has the unique ability to bring together business, community and academia like no other organisation.

Forums and events focus on the policy challenges crucial to Australia’s economic future. They provide a broad network for debate and dissemination of policy thinking and the impact of policy choices.

CEDA ran 292 events last year, reaching an audience of more than 22,000.
Insights and interviews

Business
> Tim Besley AC
> Terry McCrann
> Phil Ruthven
> Catherine Walter AM
> Dr Walter Uhlenbruch AO
> Richard Warburton AO

Politics
> Malcolm Fraser AC CH
> Bob Hawke AC

Academia
> Professor John Niland AC
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> Professor Di Yerbury AO

Inside CEDA
> Mal Draeger
> Bruce Kean AM
> Professor John Nieuwenhuysen AM
> Lisa Scaffidi
Business
Tim Besley’s involvement with CEDA began in the 1960s, writing speeches for the Commissioner of the Snowy Mountains Authority, Sir William Hudson, to give at CEDA events. He provides a unique perspective on the value of CEDA as a ‘bridge’ between the public and private sectors.

Tim Besley AC

Tim Besley is a former Chairman of the Board and is now a member of CEDA’s Board of Governors.

The public service view...

Those of us who knew CEDA, and most heads of Department did, recognised that it provides a great forum, a place where you could get competent views on topical issues. It was a good vehicle for dissemination of knowledge, sharing of ideas and explaining government policy.

So what did we think of CEDA? We saw it as a place where you could explain government policy but also hear other experiences and ideas.

My impression is that the current heads of departments don’t see CEDA as having fixed positions. They still see CEDA as a forum at which the Prime Minister and the Leader of the Opposition are both happy to speak, draw a good audience and put their views across. They can be political and we expect that. But CEDA doesn’t say, “Well now we have heard them both, and this is our position”. That’s very important.
The private sector view...

It needs to be recognised there are more Trustees from the private sector than the public sector. Private sector organisations tend to encourage their top people to get involved with CEDA in one way or another, even at the board level. You can go along and hear people talking about the Middle East or energy security or transport.

The people who go to CEDA are, by and large, people who want to know what the rest of the world is doing. Whether you’re running a bank or a construction company, you need to hear views about important issues like climate change.

CEDA facilitates discussions; for example, the series on the financial structure and financial management of organisations where chief finance officers talk about their businesses. That’s great sharing of information. CEDA is a great body to disseminate experience and knowledge.

The importance of balance...

Senior people need to have an understanding of the overall environment. It’s very difficult to find a piece in the print media that puts a balanced approach. So CEDA is important in providing a forum where balanced views are presented.

Generally it’s very difficult to get balance into the media. I suppose what’s in the media is a reflection of what the public wants, because we buy the papers based on excitement, headlines, panic and drama, and not generally on sober, balanced analysis.

The media over the last decade or two has become a bit too frantic about things. We don’t have many papers that provide a balanced set of views like some of the English newspapers still do. That’s rather sad, but it means that CEDA is all the more useful in filling this gap.

The State of the Nation...

Both sides of politics lay their cards on the table and opine on matters affecting Australia’s future direction. A few years ago Julia Gillard spoke frankly, as did Brendan Nelson, then Leader of the Opposition. The State of the Nation is a hallmark event, an annual function that people look forward to with interest. That is useful because it keeps CEDA visible and, once again, CEDA doesn’t purport to have a view one way or the other.

First impression...

I was aware of CEDA in the 1960s when I worked for the Snowy Mountains Authority. During that 17-year period I worked with Sir William Hudson. He discovered I could write and I wrote a few CEDA speeches for him. So I knew about CEDA and I knew about Hudson’s great admiration of CEDA. He knew Sir Douglas Copland, who started CEDA, very well.

I also had an ‘internal’ view of CEDA when I was Chairman of the Board when Peter Grey was Director. So my links CEDA go back to the mid-1960s – that’s a long time and says something about CEDA that it’s still here.

The Board of Governors...

The Board of Governors is a large group if we are all there, but there’s generally no crystal clear “Board of Governors view” which emerges. Issues are always debated rather vigorously and all the issues are on the table. That’s what a Board of Governors should be doing – looking at an issue from every angle and allowing you to draw your own conclusion. For example at a recent meeting when climate change was discussed some Governors firmly believed the science is settled, whereas others said it is not.

Why CEDA is still here 50 years on...

If you ask yourself why CEDA is still going after 50 years, and then examine what it does, you conclude that it’s not an active lobbying group and it doesn’t have a fixed position. It’s a facilitator, it helps greatly with the dissemination of knowledge and experience. It has produced some good research too, with people like John Nieuwenhuysen, Ian Marsh and Michael Porter.

CEDA enables intelligent people with enquiring minds to hear and question experts and then go away knowing a lot more about a topic than when they first arrived. So yes, CEDA is a broker of ideas.

“Whether you’re running a bank or a construction company, you need to hear views about important issues like climate change.”
Terry McCrann's columns reach a bigger audience than any columnist in Australia. His involvement with CEDA stretches back nearly 30 years, presenting at the Economic and Political Overview each year. He shares some wry insights into the double-edged sword of remaining non-partisan in an increasingly competitive, conflict-driven environment.

Terry McCrann

The “fourth estate”...
There is a plus and a minus to this. The minus is unfair, and in a sense irrational. In some ways CEDA has weaker identification, but that’s precisely because it doesn’t have a strong ideological identification or agenda. CEDA is much more discursive and unbiased. It is unfair because it’s precisely what marks its strength. So it’s a bit of a double-edged sword. CEDA might get more air play from saying outrageous or strong things, but it would undermine its purpose. CEDA’s research doesn’t need to reach that level of public excitement and that’s precisely the value of it.
CEDA doesn’t sensationalise, it doesn’t run an agenda. It’s not narrowly focused on the economy or business. It has this effective relationship with its membership. It goes about providing information and analysis, and a forum for discussion across the spectrum of views. It’s the things that CEDA doesn’t do which are its strengths.

A wide range of issues...
CEDA has unique characteristics that differentiate it from other groups engaged in public policy debate, or representing membership of some description, or engaged in research.
The EPO is one of those. It is a unique event at the start of the year to assess the political, economic and business dynamics unfolding in the year ahead. CEDA merges them together to give its members, but also a wider audience, some insights to help anticipate the year as it unfolds.

The EPO also speaks to a bigger issue which has made CEDA unique, which is this interface with its membership on a continuing basis. It delivers information and insight which are important and useful across the whole spectrum of issues confronting the business community.

Another unique characteristic of CEDA is that it’s not like business organisations that only deal purely in business interests of their membership. CEDA exposes its membership to a much wider range of issues. To some extent we could see it as a “university of the business community” in terms of its broader dynamic and delivery of information.

CEDA members...

If you become a member of CEDA, you are indicating that you are intrinsically interested in debate, in ideas, in what’s happening in the world. You are interested in how it’s affecting not just you, or your business in a narrow sense, but the community. It’s another of those unique characteristics. It has such a broad focus and wide input at the top level. People maintain a relationship with CEDA over a long period of time, unlike other organisations where the top echelon might turn over every year or every few years.

There are two types, in a very broad sense, of member. First, the business or organisational membership, because it includes public sector entities as well. They see CEDA as useful, valuable, providing them with information and insights which will benefit them in their roles. Second, the individual membership, which is people that see CEDA as a meeting place that will expose them to ideas over the course of a few years. A bit more like a club. I don’t want to emphasise that, but it has a particular benefit.

The atmosphere at CEDA events is very open. People presenting to people that are genuinely interested in debate, in ideas. Issues and discussion can be quite feisty, which reflects the fact that people are there because they want to be there.

*…we could see it as a “university of the business community.”*
Phil Ruthven is the founder and Chairman of IBISWorld, an international corporation providing online business information, forecasting and strategic services. He is also a director of other companies, advisory boards and charitable organisations. Phil contributes regularly to radio, TV, newspapers, magazines and documentaries on business, economic and social issues. He continues to be one of Australia’s most frequent and prolific commentators in demand by the media, and is widely considered the nation’s most respected strategist and futurist on business, social and economic matters. He is currently a board member of the Melbourne Institute and a director of Open Family Australia.

Phil Ruthven has been a director of CEDA for seven years, and is the chair of the Research and Policy Council.

The last 25 years...
CEDA’s 25-year jubilee was in 1985. Australia was two years off the Banana Republic Problem, as it was called by the then treasurer Paul Keating, when the dollar collapsed and the share market took an almighty dive. I could see problems looming – we were not on top of inflation after a very long period, whereas most other western world countries were. There was a housing boom and interest rates went to 17%. We were facing some tough times. CEDA was instrumental in providing clarity at the time. CEDA’s ability to pull in good speakers who could explain what was going on was very important.

Looking beyond that, to the change of government in 1996, the ALP had left Australia with a very big debt compared to when they started. At the same time, they left a legacy of quite a lot of reforms which have stood Australia in good stead ever since. The years that followed were a case of having to repair an awful lot of damage but benefiting from the reforms. So from 1985 onwards, we’ve had a fascinating yet challenging period.
The annual Budget dinners...
In those days a Budget had a life of six weeks to two months after the event: it had the build-up to the night, the half-hour speech, and then it would be debated by the press and everybody else. These days, it’s delivered on a Tuesday and it’s gone by Thursday, maybe a bit over the weekend. Budgets used to be a focal point for CEDA and many other organisations in those days. The Budget night was the equivalent of the Melbourne Cup for businessmen. One reason they are less of a focal point today is that governments have become far more responsible about budgeting.

The impact of tax research...
Tax has figured through most of CEDA’s research history, really only fading away recently and there’s a good reason why. Australia is a very low-taxed nation and yet it has one of the better social welfare programmes in the world, despite that low taxing. So Australia doesn’t have a tax problem by global circumstances, although it did in the past, and that’s where CEDA played a big role in the 1980s and 1990s—pushing for lower business taxes and for replacing the sales tax with a value-added tax, to make us more competitive in the rest of the world.

There was some outstanding work in the very early days on immigration and South East Asia. The OECD asked CEDA to produce the paper on energy for the South East Asian region to be presented in Paris.

Looking back at CEDA, its biggest contribution wasn’t just some fascinating and very useful research—like immigration or tax—but the events, the first class speakers across the whole of Australia. That’s almost research too—knowledgeable people imparting to literally tens of thousands of attendees a year. It’s been, and continues to be, an outstanding knowledge broker.

On neutrality...
CEDA would have to be, in my opinion, the most objective, neutral business group in Australia. It was never born as a lobby group. It was born as a committee for the economic development of Australia. This neutrality has held CEDA in high esteem. It’s not a threat to any government, although that doesn’t always mean they like what it says.

First impressions...
My first impression was—and it’s remained to this day—that the nicest, warmest reception you can get is walking into a CEDA conference or meeting. The hospitality and the warmth, which is genuine, make you feel so welcome. The second—and this hasn’t changed either—was very good speakers with something to offer. The third, the fact a classless group of people always there, whether our trustees or invited guests. And, of course, quite often, the Chatham House Rule so that you can be very open. So it was a warm learning experience with camaraderie with all those involved, and that hasn’t changed over the entire decades I’ve been associated with CEDA.

The impact of immigration research...
When it comes to immigration, CEDA was a neutral body saying, “There are old wives’ tales floating around about immigration, and we are here to tell you what’s fact and what’s not”. It meant that, particularly when Australia was getting closer to full employment, the governments had the courage to increase immigration levels.

Australia went for almost 30 years, from 1977, with low immigration. Now it has record immigration, which is certainly testing, although it shouldn’t be because even now population growth with massive immigration is only about 1.5% to 1.7% a year. Post-war population growth was around 2.2% to 2.3% growth. So 1.7% is not scary, but it has highlighted the inability of state governments to create enough affordable housing or any housing land.

Research that leads to policy change occurs at the bureaucrat level; not really the ministerial level. They can convert useful research into policy and options for a minister. They simplify it. So CEDA’s ability to be neutral and to communicate as much with the bureaucrats as with ministers has been part of its success in changing things within Australia.
Trustee involvement...

From the 1990s onwards there was great mobility of members – being posted overseas, posted interstate, being promoted. Also, through 1990s the Gen Xs – those between about 27 and 45 today – had a different outlook to the more involved baby boomers and older generation. The generation coming into top management were the pioneers of work/life balance. The concept of working 65 hours at your job and another ten or 15 hours elsewhere meant the family suffered. So it wasn’t CEDA’s decision to seek less involvement. We’ve tried to bring back measured involvement, particularly in the Big Issues Project, by asking Trustees to tell us the most important issues and that’s a very, very valuable thing.

The Big Issues Project...

When I was first asked to chair the Research Committee, projects appeared out of nowhere. They needed more discipline and the Chairman at the time, Ivan Deveson, was sensing that too. The challenge was determining priorities with limited resources. My company has a Business Environment Database Service that has been around for 25 years and collects around about 1,500 variables across a whole raft of externalities for a company. What are the world issues? What are the economic issues? What are the societal issues? What are the finance issues? What are the political issues? I suggested a survey of CEDA trustees using the most commonly-inquired-after external variables for a business.

The aim was to find out two important things for CEDA: what are the most important long-term issues – at least five, perhaps ten years into the future. It was distinct from short-term issues because by the time they are researched, the issue has gone away.

The second was to understand which of those issues were the most important; the biggest facing Australia for the next five to ten years. We can’t solve them all but even knowing what they are is a great contribution.

This year, last year and the year before, taxes didn’t rate in the top 20. So why did we have a tax inquiry that’s regarded as the most fundamental inquiry of all time?

CEDA is not going to say, “What a stupid thing to have done”. What it will say, however, is that there are 19 or 23 other issues that far more important to Australia than tax.

Getting ahead of the game...

Getting ahead of the game means CEDA has to decide whether it’s a major player in the business associations of Australia and the influence they have, or a niche player. You can be a boutique operator and still make a lot of noise but it’s a different sort of influence and noise to a really big outfit.

First, CEDA has to preserve its neutrality. Second, it has to preserve its knowledge of what’s important to Australia. Third, CEDA needs to being prepared to push policy, or suggestions of policy, where there is enough research to justify it. So while CEDA might be small, it can make a difference.

On past research director Neville Norman...

Neville Norman was a character. He was, in a sense, a resident economist who brought a sense of humour into economics. He was taken seriously by all bank economists and had a way of mesmerising crowds. He had a very good insight into what was going on. I didn’t always agree with Neville, but that was only at the fringe. He epitomised the external focus of CEDA at that time.

Neville Norman had some fascinating statistics showing how thick the budget documents were compared to the revenue and the deficits. He had an extraordinary formula, which he claimed was accurate to 1%. The first thing he would do in the lock-up was measure the thickness of the publication; and he could judge either the revenue or the deficit almost exactly.

“Research that leads to policy change occurs at the bureaucrat level; not really the ministerial level.”
CEDA is a “potpourri of ideas”, according to Catherine Walter. Exposure to intellectual capital beyond your own profession, and to business and government leaders, make it the ideal place for an investment in your own development.

Catherine Walter AM

A potpourri of ideas...

CEDA functions are a very efficient offering; feeding the mind and the body!

You were always welcomed at the door and you could set your watch on it finishing at 2 o’clock. So if you scrambled away from your office to be there you knew, faithfully, you could be back for a 2.15pm meeting. That made a huge difference in deciding to go to a lunch in the middle of a busy day.

They were small intimate gatherings. I was introduced to the concept of the Chatham House Rule, where what is said in the room stays in the room. You sat anywhere and could be next to someone in the car industry one day or IT the next.

There was an absolute potpourri of ideas which was immensely beneficial. Managing a professional service firm across a range of offerings you really needed to know where the world outside your profession was going and I found CEDA a very efficient way of picking that up.

I was struck by the approachability of people such as the treasurer and politicians. Very senior people would happily speak to a small group in quite a vulnerable way about their businesses or politics, especially in the questions and answers, demonstrating the power of the Chatham House Rule.

CEDA is always a good place to go. You feel welcome, engaged. It’s efficient, it’s crisp and it follows a format.

Catherine Walter AM is a solicitor and company director.

For almost 20 years Catherine has sat on boards and governing bodies of listed, private, not-for-profit and government organisations across financial services, consumer products, resources, building materials, telecommunications, arts, science and education sectors.

Catherine provides mentoring to aspiring company directors and senior executives and is a regular speaker on issues such as ethics, governance and diversity.

Catherine was on CEDA’s Board of Directors for six years and chaired the Public Education Committee (now the Research and Policy Council) at the time.

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Investing in development...

When you leave a largely intellectual environment, which a law firm is, you miss the collegiate culture of the challenging of ideas. This is the bread and butter of a professional firm and, while you don’t necessarily love it at the time, you miss it when you leave. So to be in a place like CEDA with the potential to build your own intellectual capital, and people around you are talking about issues in different ways and from different viewpoints, is immensely valuable.

After 20 years of being in a law firm, when I left I was a Commissioner of the City of Melbourne and on four other boards – two public and two government. I embraced CEDA as a place where you made an investment in your own development. Obviously I knew the board papers and grew to know the industry in question, but there is a different level of ongoing investment to that of an executive day job.

That impact carries across to the coaching I’ve done over the years. I often say to people who have left an executive job, “Join something like CEDA because you’ll be exposed to different industries, different people, and development of your own thinking about things”. The sessions you choose to go to, and the camaraderie of the people you see over time, provide another community of ideas and people as you are moving from executive to non executive. Be tolerant of the ambiguity of where you might end up. Why? Because if you’ve set yourself a task of just getting x as an outcome, well if x doesn’t happen you will be disappointed. And even if it does happen, it mightn’t be the best outcome. So treat it as a period of time when you are investing in yourself, learning about different things and enjoying the camaraderie.

Research...

It’s not just the destination and the outcome, it’s the journey along the way and the people involved. It’s a hallmark of what CEDA does and it informs a lot of the quality of the material. It’s a bit like a university, where the teaching and research are mutually reinforcing. The extent to which you’re doing high-grade research means your other offerings are inspired by that same sense of rigour and reflection. I see them as two quite important elements.

National and state interests...

It was similar to other boards I’ve been on with geographic representation. An idea may be fantastic for New South Wales and Victoria, but Queensland or Western Australian would have trouble with it. Geography, scale and relevance were always interesting.

It’s both a plus and a minus because “Committee for the Economic Development of Australia” is its name, so you can’t only do east coast issues. The Melbourne–Sydney link must be seriously relevant, and if you’re pan-Australian then it must cover Australia. It was implicit in the business model. It added to the waft and weave of the way we saw things at CEDA and how they felt different across the country.

How CEDA worked nationally was reflected in the different times I spoke at CEDA functions in Perth or Queensland or Sydney. It felt the same as speaking in Melbourne. The CEDA culture was consistent.

Transcending sectoral interests...

It’s the discipline of arguing things out so that everyone is heard. Debate is richer if you’ve got different viewpoints and it forces you to articulate assumptions that we assume “everybody knows”.

“Committee for the Economic Development of Australia” is its name, so you can’t focus only on east coast issues.”
Often at meetings people were on the phone, as it was pro bono board, so I assumed without knowing (and had the same issue myself when chairing committees) that it was really important to hear everybody, to make sure they were given a chance to speak. You can pick the body language around the table when everyone is physically present because if someone’s agitated they want to speak and they come alive a bit, but you can’t tell that on the phone. I adopted a mechanism, when chairing a committee, of asking people if there was something they wanted to say.

The CEO Roundtable concept...

The roundtables were interesting groups with a broad membership of 15 leaders. On any given day there would be seven or eight present, and you might all fascinated by human resources. Those were the glory days when everyone was stealing your good people. That discussion could segue into Gen Y and how to keep people. We would then retain an expert to come along to the next meeting. It was in the CEDA boardroom or in one of the member’s boardrooms, which was a good idea – the members liked getting people out and about to see their own business.

I was struck by the openness. People would talk about a line of business being in real trouble. They would talk about personnel matters, not just in the bowels of the organisation, but senior executives having trouble with their board. You were one-on-one, engendering that sense of mutual trust. It was incredibly important. It was a differentiating factor from my other boards where I’ve never really heard anyone talk in detail and with emotion about personal matters as well as professional.

“It’s not just the destination and the outcome, it’s the journey along the way and the people involved.”
For 46 years Dr Walter Uhlenbruch worked for major German automotive parts manufacturer Hella, starting its Australian operations in 1961. His involvement with CEDA stretches back to the 1970s, traversing the rise and fall of the Australian automotive industry. He shares his thoughts on CEDA as a “kaleidoscope of its Trustees” and 50 years of success thanks to remaining consistent despite divergent views.

Dr Walter WJ Uhlenbruch AO

Dr Walter WJ Uhlenbruch AO is Honorary Chairman of Hella Asia Pacific. He joined Hella in Germany in 1955 before coming to Australia to open Hella’s first international manufacturing base. He retired as Chief Executive in 2001.

He is a Fellow of the Australian Institute of Management, a Foundation Fellow of the Australian Institute of Company Directors, and Fellow and honorary member of the Society of Automotive Engineers-Australasia.

He is past national president of the Federation of Automotive Products Manufacturers and the Metal Trades Industry Association of Australia (now the Australian Industry Group). Dr Uhlenbruch is also a director of the Australian Retirement Fund.

Dr Uhlenbruch was Chairman of CEDA’s Board of Directors from 1991 to 1994, President from 1994 to 1998, and has been an Honorary Trustee since 1999.

The basic principle ...

The basic principle of CEDA is to be an organisation that is apolitical – without any ties in terms of politics, creed, faith, race or whatever. It is also organisation that presents topics for people to draw their own conclusions. It offers academics, industrialists and unionists a platform to voice their views, and for Trustees decide what to do with those views. That is a much, much better approach to being prescriptive. Certainly, there are occasions where people in CEDA have certain views, but it is an extraordinarily democratic organisation in that regard.

Sometimes it takes a very tough decision to address these issues and I think CEDA’s role is to give its Trustees a smorgasbord of facts rather than a menu of solutions.

The emergence of the BCA...

The CED (Committee for Economic Development) in the US initially created a Business Roundtable, with much closer ties to industry than CEDA had. CEDA started a Roundtable much later; it grew legs, became the Business Council of Australia and severed its ties with CEDA. That’s been good because the Business Council tends to be a lot more prescriptive in its approaches. There was a lack of compatibility.
First impressions...

A friend invited me to a CEDA function. What impressed me was the admirable mixture of people from industry, academia and unions. I am not aware of another organisation that has done that as effectively and efficiently as CEDA. It made me decide to join. The value of CEDA to me as CEO of Hella was the networking, in its broadest sense, and the access to information. In those days we didn’t have an Internet, we didn’t have Google. The advantages of CEDA are the forums, the politically neutral ground its work is based on, the wide variety of topics covered, and the wonderful access to speakers – largely national but also international.

International links...

CEDA played an enormously useful role in the international counterparts network. Many people in this country think Australia is the Anglo-Saxon bastion in the Pacific, whereas we are part of the Pacific. Closer ties with the people we do so much business with - China, India – can only be for the good. Look at the importance they have as far as our economy is concerned

I’ve attended CEDA meetings here and in Asia, and participants have come to Australia from the Gulf, Malaysia, Indonesia and Japan. We had a wonderfully close relationship and worked on joint projects. For example, CEDA did a project on labour relations with its Japanese counterpart, Keizai Doyukai, producing a major publication released jointly in Japanese in Tokyo and in English in Melbourne.

Sheik Yamani...

The moment CEDA announced Sheik Yamani was coming [in 1984] – he was the head of OPEC at the time – we were on to a winner. He flew in to address CEDA following an invitation. The moment it was announced, the black tie dinner at the Hilton on the Park sold out. I had the honour to propose the vote of thanks. It was, in my memory, the most successful function CEDA ever had. He spoke about the oil industry in a way that did not show any noticeable bias that one would understandably expect. He was extremely knowledgeable, well versed, totally in control. It opened a new era for CEDA and put it on the map with an international reputation.

The “protectionist” issue...

I held the firm belief that the automotive industry, including the parts industry, has little to do with private enterprise. For example, after the second world war the Australian government told the vehicle assembly companies to start building a motor vehicle in Australia – not just assembling it – or the government would convert its aircraft factory into an Australian-owned automotive car plant. If that hadn’t happened, General Motors wouldn’t have increased its local content to such an extent that Ford and Chrysler had no choice but to follow. It wasn’t a hard decision with a 57.5% protective duty. But it happened. The Labor government changed the plans under John Button to a degree that sent shudders down the spines of the executives in the industry. They all screamed blue murder with the result that nothing much changed.

In reality, it was an industry shaped by government and if that hadn’t been the case, Hella wouldn’t be here, wouldn’t have employed thousands of people over the years, and wouldn’t have a factory that ultimately owned factories in East Asia.

I had the option of publishing Policies Towards the Motor Vehicle and Component Industry privately, but I didn’t want to make money out of it; I wanted to illustrate what had happened. It was based on my PhD thesis and I wanted it to be known more publicly. I mentioned these thoughts to Peter Grey, and he said, “We will publish it”.

I’m not sure that CEDA was protectionist; maybe some of its Trustees were. CEDA is simply a kaleidoscope of its Trustees.

The future...

I hope to see CEDA flourish as a more internationally oriented organisation; stay true to its mission without shifting emphasis, other than widening the umbrella internationally. It has been successful for 50 years for a good reason – consistency – and it should remain consistent: in its apolitical stance; its emphasis on making contributions rather than offer solutions; and helping people to find their own answers rather than handing them to them. Plus the wonderful variety. There is no other organisation in and across Australia that offers as many functions and seminars and opportunities as CEDA. That certainly is one of the strengths. There may be a lot of competition, but CEDA has values that many of its competitors do not. I’m sure CEDA will survive the next 50 years brilliantly.

*CEDA’s role is to give its Trustees a smorgasbord of facts rather than a menu of solutions.*
Dick Warburton is one of Australia’s most prominent company directors. His involvement with CEDA began in the 1980s, when he heard Sir Arvi Parbo deliver a speech, “straight from his heart”, and he has been involved ever since. The relevance of CEDA for Dick Warburton has shifted over the years; from being the place where he could share with other leaders and escape the isolation that comes with being CEO, to sharing his wisdom as a member of the Board of Governors.

Richard FE Warburton AO

Dick Warburton AO is Chairman of Tandou Limited Magellan Flagship Fund Ltd and The Board of Taxation. He is a Director of Citigroup Pty Limited. He also serves as Chairman of the Commonwealth Studies Conference, Chairman of LEK Consulting Advisory Board and Vice Chair of the Council on Australian–Latin American Relations.

Dick is a former Chairman and CEO of Du Pont Australia and New Zealand, and worked with Du Pont for 30 years in Australia, the US and Thailand.

He was a Board Member of the Reserve Bank of Australia, Chairman of Caltex Australia Ltd, David Jones Ltd, Goldfields Ltd and Wool International and a Director of Southcorp Ltd, Tabcorp Holdings Ltd, Nufarm Ltd and other companies.

Dick Warburton is on CEDA’s Board of Governors. He was a vice president of CEDA in the 1990s and has been a trustee since the 1980s.

A broad church...

CEDA is a “broad church”. Discussions vary from economics to tax to industrial relations, to all aspects of business and political life. It was going along to hear specialist speakers and networking with other people, the opportunity to talk with specialists and to compare ideas with, in my case, other CEOs, which you didn’t always have the opportunity to do in an open fashion.

CEDA would willingly take issues and deliver options through a well balanced, open structure. It was a good vehicle for promoting ideas without being biased.

Influence at a government level...

CEDA was well respected by government because it was apolitical. Sometimes they didn’t agree with the viewpoint CEDA put forward, but it was recognised as an honest viewpoint as opposed to a biased viewpoint. The relationship between CEDA and government has always been strong.

CEDA had an impact in the 1990s, where we saw the dramatic change from the management/union in-fighting to more cooperation.

The public interest...

At CEDA, specialists, speakers or writers did it fiercely and openly. I may not agree with what they are saying, but I always appreciated the fact that it was a good, honest point as opposed to a political spin point.
We have to work our way through spin and CEDA has the best chance to do that. A very pertinent present situation is the approach to climate change. It's interesting to see the science being overtaken by the advocates and then the advocates being overtaken by the politics or policy. In the middle of this can be CEDA who gets off the advocacy bandwagon and puts a broad argument as to the pros and cons. CEDA has done that very well. It works wherever there has been polarisation of ideas. Groups tend to grab the advocacy of an idea, then if it seems popular the press grab it, and then the politics grab it.

That is the biggest difference in the environment we are seeing at the moment, to try and overcome what, as far as I'm concerned, is a virus – spin.

A recent resurgence...
Over the last five years we've started to see a resurgence of CEDA, which is very encouraging because it has a place to play in Australian politics and economic viewpoints.

If CEDA keeps that focus on that independence, and the apolitical nature of fearless research and writing, and if it does it well, then there is always going to be a place for a CEDA and I will continue to be a strong advocate for CEDA for that reason.

"I may not agree with what they are saying, but I always appreciate the fact it was a good, honest point..."

Value for a CEO...
The beauty of CEDA is listening to a speaker and then talking to CEOs with the same interests. The event that really mattered was the annual State of the Nation in Canberra, the very deep conference with politicians, economists and political journalists. In between sessions you would meet and discuss. CEOs don’t have the opportunity to do these things frequently. It can be a bit isolated at the top and you don’t often have the opportunity to talk in a generic way about economics, capital raising, safety, industrial relations. CEDA facilitated those opportunities for me. It was the most independent and apolitical organisation of the lot.

Relevance then and now...
CEDA should strive to be the body that people look for an unbiased view of issues of the day. It should focus on the top four or five issues and do them extremely well in research, in papers and in conferences. The states are important in refurbishing the membership too. People are starting to see it as a relevant organisation, and once it’s relevant it’s easier to regain and get members.

Relevance is in the eye of the beholder. In my CEO days, the relevance was an organisation where I could get these viewpoints and network with other CEOs. Today the relevance is twofold: one, to assist where I can with advice through the Board of Governors; and two, making sure it is run well and the Board of Governors can have a useful, indirect influence in this area.

The Board of Governors...
It’s a fine idea. A group of very experienced people from a broad range of activities – political, academic, business, NGOs – meet twice a year. We have a plenary on the issues of the day and it’s very interesting to hear, for example, from Bob Hawke on one side and Malcolm Fraser on another, but also from David Pennington on the academia side and Arvi Parbo on the business side. It’s interesting to hear their viewpoints on the historical factors, the present and the future. They bring a huge amount of experience.
Politics
Malcolm Fraser’s involvement with CEDA dates back to his time as 22nd Prime Minister of Australia from 1975 to 1983. He shares his views on the role of think-tanks in the policy process, and CEDA’s influence in early discussions of economic development and immigration in Australia.

Today he sees CEDA’s role as to “help sort out the confusion” around the big issues of the time such as climate change and immigration. And, among the numerous requests for speeches he received as PM, one from CEDA was always worth considering.

The Right Honourable Malcolm Fraser AC CH was Prime Minister of Australia from 1975 to 1983. He was elected to Parliament in 1955 during the Menzies Government. He served first as Minister for Army and later as Minister for Defence, and Education and Science.

He became Prime Minister on 11 November 1975. He resigned from Parliament following the 1983 election after nearly 28 years as the Member for Wannon.

From 1989, Mr Fraser played a key role in bringing an end to apartheid in South Africa as co-chairman of the Commonwealth appointed Committee of Eminent Persons.

He was founding Chairman of CARE Australia from 1987 to December 2001, and also served as President of CARE International.

His books include *Malcolm Fraser: The Political Memoirs with Margaret Simons* (2010) and *Common Ground – Issues that should bind and not divide us* (2003).

Malcolm Fraser is a member of CEDA’s Board of Governors.

**Think-tanks...**

Think-tanks are an important part of a country’s institutional framework. Genuine think-tanks, as opposed to proselytising bodies designed to pursue a certain line, play a useful and constructive role. Governments certainly don’t possess all wisdom, the public service doesn’t possess all wisdom, and very often policies and ideas need to be tested quite widely before they’re finally adopted. Think tanks generally can have a constructive role in that process.

They help to formulate new ideas, new policies, tackle new problems, or find better ways of responding to old issues. Times change, circumstances change, and the political philosophy changes from time to time. The role of independent think tanks – well based, properly researched – provides a constructive source of information and advice for governments, but also for the public at large. Their role in public education is important.

**The value of CEDA...**

CEDA has always played a constructive role in relation to economic development. Governments have taken note of its views, its publications. CEDA papers help inform the public on important issues.

CEDA has prepared very thoughtful papers on many aspects of Australian development. I would like to see them attract a great many Australians. A website that
can be challenging and informative often attracts attention – maybe more so than newspapers – because in today’s world they are so predictable. If you want opinion, where do you go for it?

Immigration and economic development...
Without the Migration Program initiated by Calwell and supported by the Parliament as a whole, the development of Australia would not have been possible. We needed more people and to build the resources and strength of this nation rapidly, but with financial prudence. That also meant we needed to develop a tolerant nation. People came from many different places. It’s made an overwhelming contribution to the whole of Australia. Not just in physical terms, but in cultural terms, artistic terms – helping to broaden Australian life.

A body in politics that knows where it’s going, knows what it wants to do, a civil society in support is enormously important. It helps to achieve bipartisanship. CEDA is part of that society, of course. And it’s terribly important that it continues to be.

For the last ten or 15 years, the argument about border protection has been politicised. There is a strong national need for a bipartisan policy. There’s a role for society to say, “We need a bipartisan policy on this issue in the interest of Australian development”. CEDA can play that role without being political.

“A CEDA has always played a constructive role in relation to economic development.”

A role for “sorting out confusion”...
When it comes to global warming, for example, there are the people who deny the reality, as I believe, and then people who take that a step further and accept global warming but deny human activity contributes.

Some of the evidence used by the global warming lobby has been demonstrated to be not well based. Some of the scientific claims, although a very minor part, have been shown to be incorrect. The views of the Academy of Sciences of Australia, of America, of Canada, of Britain, and the European academies – are all those scientists wrong? Are they all self-serving? If CEDA is prepared to say, “Our judgement is this and it’s made on the evidence,” it would be enormously helpful. Its role is to help sort out the confusion.

We need very good, solid people judging the evidence. People who can look at the facts and consider the views of the people who have undertaken the research.

There are great issues out there which desperately need organisations like CEDA to enter the fray; not just leave it to politicians, or somebody overseas, but to make a judgement and back that judgement with advocacy and with public education. Political implications are no reason to avoid policy issues.

First impressions...
Communications with CEDA were relatively close during my time in politics. But CEDA’s time of greatest influence was during my earlier years in politics. In those days economic development was taken seriously, building a nation was taken seriously, and the immigration program had been launched after the second world war. All the political parties knew how important that was to Australia and refused to play politics with race or religion. There was a self-restraint. CEDA played a significant role in helping to create the climate in which governments could say, “We are a small country, we’ve got to build our resources, we’ve got to invest in the future.” That message was very relevant to CEDA.

In those early years CEDA’s role was absolutely critical to giving Australia a sense of direction, a sense of purpose. CEDA is a great organisation today, but I would like to see it have more bite. Be more adventurous, more outspoken. Develop good ideas and then advance those ideas to have a greater influence. Explore new avenues of communication. Be bolder in expressing ideas. That might mean running the risk of losing some support. But some principles have to be fought for, even if there’s a potential cost.
As Prime Minister at the time, Bob Hawke delivered CEDA’s Silver Jubilee commemorative speech in Sydney on 4 December 1985. He ended that speech by saying he wished and hoped to be involved in the golden jubilee…and 25 years on, as a member of CEDA’s Board of Governors, he shares his recollections on the significant policy achievements of his political career and the role played by CEDA.

Bob Hawke AC

The Right Honourable Robert Hawke AC was Prime Minister of Australia from 1983 to 1991.

After graduating from the University of Western Australia, he won a Rhodes Scholarship to Oxford University. On returning to Australia he worked for the Australian Council of Trade Unions (ACTU) and was ACTU President from 1970–1980.

Bob Hawke was elected to Federal Parliament in 1980 and became Prime Minister in 1983. He resigned from Parliament in February 1992, having been Australia’s longest serving Labor PM.

Current honorary positions include: Member of the Board of Advisers of the Boao Forum for Asia; Chairman, The Hawke Research Institute Advisory Board; Chairman, Trade Union Education Foundation; Member of the Advisory Board, Deliberative Issues Australia; and Patron of Indigenous Engineering Aid.

Bob Hawke is a member of CEDA’s Board of Governors.

Ten speeches to CEDA as PM...

The ten speeches I made to CEDA were not made lightly and there are two elements to that. Firstly, I felt a debt of gratitude to CEDA. You never forget people who have done something important to help you. Secondly, this was not some biased sort of organisation. CEDA had a genuine desire to find the truth, the realities of economic growth and economic development, and the exogenous factors which have to be taken into account in policy making to reach that position which is going to put Australia on the threshold of achieving its best growth possibilities. CEDA has historically provided a platform for that.

Independence and integrity...

One of the outstanding features of CEDA is that, while it has a business orientation in its membership and disposition, it has a very open mind and is crucially centred on the issues that need to be considered and resolved to optimise the conditions for Australia’s economic advancement.

The measure of the independence and the integrity of the organisation became very clear when I was Leader of the Opposition. On the day the election was called in 1983, CEDA very generously offered me a platform on which I could explain my thinking and policy plans for the development of Australia’s economy to an audience which they organised.
I was impressed by CEDA's preparedness to do that because I imagined the majority of the audience would have been, by disposition and inclination, Liberal voters. Yet they all came along to listen, and they did listen intently and positively and appreciatively to what I had to say. There is no better indication of the quality and integrity of CEDA than that.

**The Accord...**

The essence of the Accord was completely in line with the philosophy of CEDA. The essence of the Accord was that business has a legitimate aspiration to grow its business. Workers and their trade unions have a legitimate desire, through time, to improve their real wages and conditions of employment. The non-working element of the population – neither employers or workers, but those who are dependent upon social services – have a genuine interest in seeing the economy grow, because it is only in a growing economy that governments are able to afford to improve in real terms the remuneration that's made available in different forms to social welfare beneficiaries.

So it's in this commonality of interest that business, the unions and workers, and the social beneficiaries, are all more likely to achieve their objective – if they recognise each other's legitimate interests and cooperate to optimise growth rather than spending their time fighting one another. That was the essence of my philosophy, it is what underlies the Accord, and I found CEDA totally responsive to that line of thinking. It was very much in line with the way they approached their consideration of economic development themselves.

**Immigration and growth...**

Immigration was an absolutely essential element to the growth of Australia. At the end of the second world war, we were a population of seven million people, about 98% Anglo-Saxon. This was just insufficient; it wasn't a workable base from which to move. One of the reasons for my excitement with the ALP as a freshman student in 1947 at the University of Western Australia was its initiation of the vast post-war immigration program.

At university I saw students from around the world and that's where I first got my interest in Asia. The growth in numbers and the diversification of our immigration sources, and the abolition of the White Australia Policy, were essential for Australia starting to move towards its potential.

In office we lifted immigration levels and emphasised the importance of multiculturalism. We weren't asking people to forget their backgrounds, but to give Australia the benefit of all the richness of the countries from which they came within a context of being committed to Australia.

This was part of a process which both strengthened Australia economically and enriched it culturally. So Australia was changed unrecognisably for the better by immigration.

**Sir Douglas Copland...**

Sir Douglas was a great thinker about Australia's future, looking at the issues which were going to be relevant to its development. He had a large and wide-ranging mind.
Academia
The pressing need for IR reform...

The problem for industrial relations in Australia started with the tribunal system which, for many years, was celebrated as one of the centrepieces of Australia’s fair society. Fair enough, and that’s certainly true for the first 50 or 60 years of the 20th century. But by the 1970s there were two problems. The first was that centralised wage fixing produced levels and patterns of rewards that could only be sustained behind significant tariff barriers, and this could not continue in a globalising world. The second problem stemmed from the fiction that the tribunal system prevented disputes and, when they did occur, easy solutions lay in judge-like decisions. There was emerging public policy debate on arbitration versus bargaining, focusing on strikes and the role of the umpire. There was no great reflection on the dynamics of dispute resolution and the side effects of short-term solutions which set highly uniform wage patterns into the longer term. This was the orientation of my piece in the CEDA Bulletin in 1980, “The Siren Song of Centralised Wage Fixation”.

Grabbing attention, if not applause...

CEDA searched out academics working in areas of interest to the business community. This helped find a wider audience which could influence policy shifts. The attraction for CEDA, also, was that industrial relations...
was topical and contentious. The union movement was very opposed to collective bargaining, as were many IR managers. CEOs, on the other hand, often felt there must be a better way but they weren’t sure what.

CEDA sponsored a series of events in Melbourne, Sydney, Adelaide and Brisbane. I would meet with a group and present my ideas. The atmosphere was open, but sometimes the ideas created tension. More than once I thought I heard a quietly muttered “bloody academics”. Today it would be like going to a group of CEOs and arguing the virtues of action to avert climate change. It did not grab applause immediately, but it did grab attention.

Shaping the DNA of reform...

The predominant academic orientation was to study the tribunal system, not its alternatives. There was a rather romanticised view of what tribunals could achieve. At the same time, collective bargaining was caricatured as the law of the jungle. It was seen as the reviled “American system”. But collective bargaining was also the British system, the Swedish system, the Norwegian system, the Canadian system and so on. We didn’t realise the Australian approach was unique.

It led CEDA to question: if this is such an issue, surely those with the best insight to what makes the economic world tick and be the ones with a solution to the problems would be the CEOs. Peter Grey asked if I would work with Dennis Turner [former CEO of the John Lewis Partnership in the UK, now living in Australia] on a study of CEOs’ thinking on industrial relations reform.

We interviewed 32 chief executives of top companies for two hours each. Dennis, who had been a CEO, was more involved with that aspect of it. I was the academic and didn’t really understand the special DNA that flows through that particular group.

Peter believed the CEOs of Australia would provide the wisdom needed to settle our problems. However, after I’d done the 32 interviews, only about half the CEOs saw the virtues of a decentralised wage system. Dennis’ view was to give them time. We published the study as a book, *Control, Consensus or Chaos?*. It did not appeal immediately to CEDA audiences, and to some it was heresy, but through time the argument started to win supporters, particularly among CEOs rather than the specialists. We moved a long way through the involvement of CEDA and later the Business Council as well.

"More than once I thought I heard a quietly muttered 'bloody academics'."

Political momentum...

The Hawke and the Keating governments kick-started IR reform. Bob Hawke was the first political leader to make a major speech with positive tones about collective bargaining. For safety’s sake, he did it on a visit to Japan! NSW Premier John Fahey was also a critical player. He commissioned a green paper I wrote on enterprise bargaining in the late 1980s and oversaw the hard yards to get enabling legislation in place. That was the cornerstone of the movement from arbitration to an enterprise-based collective bargaining approach, which broke centralised wage fixing. A little later, around 1991, the Keating Government commissioned me to report on how to extend enterprise (or agency) bargaining to the Federal Public Service. These two reports can trace a line directly back to the CEDA forums of the late 1970s and early 1980s. Looking back, it is remarkable that the journey from ideas to operating in reality spans not even two decades.

So CEDA played a very important role in helping to advance this reform. Developments unfolded that didn’t involve CEDA directly, but without CEDA in the beginning it could not have followed that particular path.

First impressions...

My research was published in academic circles, but it carried little weight in business or political circles where reform policy happened. CEDA recognised the need for a reform debate that went beyond the ivory towers and engaged the business community. It provided oxygen and a platform at the coalface of practice, policymaking and politics. When I was first involved with CEDA, it was the only show in town.

There were industry associations and employer bodies; but in terms of an independent entity there was nothing else. CEDA was it.

My first publication with CEDA was *Collective Bargaining and Compulsory Arbitration in Australia* in 1978, a survey of policy options.
Professor David Penington is one of Australia’s leading experts on medical and education issues. He believes the Board of Governors has a critical and still-evolving role in balanced deliberation on the important ideas for the future of Australia, such as global warming and the emergence of China.

The Board of Governors...

I’ve become more involved over the last five years. The Board of Governors have interesting discussions, some of them of real substance. An interesting discussion took place on adopting longer-term planning in Australia by governments that are inevitably preoccupied with short-term electoral issues. I said that COAG was the vehicle for this sort of operation in Australia. The senate is just a political body. Potentially COAG could play a major role in setting up planning bodies to hold the states to account. And if the grants commission was rolled into COAG, that would give it more muscle. If infrastructure, planning and so on was agreed at COAG and not implemented by states, the states could be penalised. That discussion was before COAG really began to flex its muscles in the last 18 months, but nonetheless it was an important discussion.

At another meeting, Bob Hawke was a very constructive contributor in discussing China. There were some conventional views, but several others really did put forward less than conventional views so there was real discussion.
The Board of Governors will always have interesting discussions – about global warming, about the emergence of China and its implications for Australia politically, internationally, economically and culturally. CEDA stands for exploring ideas that are important for the future of Australia.

Shifting opinions...

While I was Vice Chancellor [of the University of Melbourne] there were issues about whether we were educating people to the point that they really could contribute in business and industry, so education is relevant to its members. We were dealing with Laurie Carmichael and competencies-based educational training. I led that battle for the universities against that and we finally won it.

At first people need to understand what’s at stake. Most people just didn’t want to be bothered with the details, I mobilised key people in the various professions. Some were starting to participate in the whole process of having their activities recorded as observable competencies, such as the obstetricians. So I focused on various professional groups – medical, accountancy, legal. It matters hugely for the professions. For example, medicine is based on knowledge – it’s not just doing things with your hands – and knowledge which keeps changing.

Peter Baldwin finally saw the light. He made a ruling that competency-based education and training would not apply to universities – hugely important in terms of protecting universities.

I learnt years ago on the advice of a former Labour minister who said, “If you want to change the views of a minister who’s just been elected, and believes he can do what wants because he’s been elected by the community, you’ve got to change the views of the community”. If there is a change of view in the community, the ministers become nervous because they worry about being re-elected. That was very wise advice.

Governments are never infallible and will always be influenced by public debate. It’s substantial public debate that mobilises opinion.

A model meeting on climate change...

A public meeting on climate change and post-Copenhagen earlier this year was an absolute model of what CEDA should be doing – getting proper balanced discussion and debate with a real substance to it, with people speaking from different backgrounds. It was a thorough penetrating analysis of problems and a great thing to be done with a very large audience from industry and government.

It’s a good example of taking an important issue where the common belief, if you look at the tabloids, is that it’s all gone now because Copenhagen was a failure and there’s no way ahead. In fact, a number of people who were actually at Copenhagen said it was not a failure, it was just unfortunate that it was badly managed and it couldn’t be constructive, and we better understand China far better than we had in preparation for Copenhagen – that’s one of issues.

First impressions...

While I was Vice Chancellor I became aware of CEDA as a major community organisation that had links primarily with business, but was quite different from the Business Council of Australia in that it dealt with small business. Its CEO at that stage [Peter Grey] was interested in ideas more widely, not necessarily just the ideas that impact on small business, and therefore I went to several functions during that period. I was not directly involved in a governance sense until I was invited to join the Board of Governors and I’ve enjoyed that.

China – an important and unexplored issue...

Australia has not really grasped the extent to which China is on a course that will inevitably lead to it being the world’s largest economy. And if that’s so, then we need to understand the implications of that for China’s view of the world and the way they are likely to behave. They are likely to be just as assertive as America has been, or Germany or Australia. So we need to understand it and work it better because many of our industries depend on China now. It’s an issue we should be analysing it in far greater detail.

CEDA could play a role, perhaps with Asialink and other groups for a broader view. It’s an area that would be relevant to the membership of CEDA.

“"The Board of Governors will always have interesting discussions – about global warming, about the emergence of China...these are all important for Australia."
Professor Neil Warren won the CEDA Prize in 1977 for his thesis on taxation. He then began working for CEDA and soon realised the “hands on” nature of the organisation; he singlehandedly produced the quarterly magazine, the *CEDA Bulletin*, by riding his motorbike to every speech to take both notes and photos. His work on tax helped firm CEDA’s research reputation, and he played an important role in making the publications more accessible, readable and relevant.
First impressions...

I won the CEDA Prize in 1977 for my honours thesis. At a CEDA function I met Mark Hardaker who ran the Sydney office, and Mark recommended I take over the running of the CEDA Bulletin.

My role was also to “fire fight” a number of research projects. That means: (a) the author hasn’t delivered; (b) the author has delivered something rather strange; (c) the author hasn’t delivered what he was asked to deliver.

Neville Norman was CEDA research director at that time. I would run all around and fix up things. You were challenged and you were thrown in above your head. The water was deep all the time.

CEDA was pushing new and difficult issues; sensitive issues among the Trustees. We got into trouble a lot. Such as not necessarily agreeing with the mining constituency. It reflects CEDA’s approach – what is good for Australia is not necessarily what’s good for a sector.

“...our business cards had been turned, size for size, into pure gold.”

It was looking for new ideas, bringing people together and pushing the ideas forward.

Compared to a academic institution, CEDA could be big, blue sky, nation building, relevant. Academics increasingly drill into the very small, very obscure, not quite so relevant. We just have to, that’s just the reality.

What I enjoyed about CEDA was being part of a big canvas and facilitating some of the painting.

Links between research and conferences...

In the first instance it’s about the Trustees and public education. Conferences were more for the Trustees, but publications were more for public consumption. A lot of the research reflected what was being said in the closed Trustee sessions.

We worked hard to make the publications accessible, readable and relevant. They were designed to communicate to broader audiences, but they did need to understand the issue in the first instance.

Tax...

In the 1980s there was a lot of discussion about separating tax and welfare systems, trying to target welfare systems better and to get taxes to do less on the equity side. At the same time there was international literature on the role of negative income taxes and guaranteed minimum incomes. My paper, Positive and Negative Based Taxes in Australia – A Time for a Rethink, was done in the broader context. Neville Norman had done a number of pieces around income tax indexation. It brought together those bigger issues about what a tax system does. That was the context of our income tax research. We were also casting it in the bigger picture and trying to explain it simply. It was about communication and education.

The organisational model...

It created relevance and engagement for the Trustees. They wanted to learn, but not always in a public forum. Even though the Trustees don’t own the organisation, they feel very much that they do. There is direct relevance not only because of the members, but the people who want to speak to CEDA. The publications have a large public education role, but politicians and others are aware of their voice.

Golden contacts...

CEDA’s Japanese counterpart was Keizai Doyukai. We had a roundtable with them, exchanged business cards, and thought nothing more of it. Then about three or four weeks later, they sent us our business cards that had been turned, size for size, into pure gold – a pure gold business card. It wouldn’t have been cheap and it would have taken time, but it was just part of the goodwill.
Professor Di Yerbury’s involvement with CEDA spans almost 40 years. She was a member of CEDA’s Research Committee before joining the Board of Directors from 2003–08. As Chair of the International Relations Committee she was instrumental in building links with CEDA’s international network. She reflects on CEDA’s non-partisan approach to research, and the role and importance of women in public policy.

Emeritus Professor Di Yerbury AO was CEO of the Australia Council from 1984–86. She became Australia’s first woman Vice-Chancellor and led Macquarie University in Sydney from 1987–2006, described by then Federal Minister for Education in 2005 as “Australia’s best managed university”. Professor Yerbury was President of what is now Universities Australia from 2005–06. She has held positions on the PM’s Science, Engineering and Innovation Council, and is a past President of the Australian Higher Education Industrial Association and IDP Education Australia. Professor Yerbury was NSW Telstra Businesswoman of the Year in 2002. She holds honorary doctorates from Ritsumeikan University, Western Sydney and Macquarie. She chairs and/or is director of several boards in business, international education, the arts and healthcare. Di Yerbury was on CEDA’s Board of Directors from 2003 until 2008 when she retired and was made an Honorary Life Trustee.

Senior women in public policy...

I’ve witnessed this at senior levels – as the first woman (and youngest person) to be appointed a First Assistant Secretary in the Australian Public Service, as a Founding Professor at the Australian Graduate School of Management (AGSM), as Inaugural Director of Studies for the Australian Public Service’s executive development scheme and its senior executive management program, as a member of the Universities Council of the Commonwealth Tertiary Education Commission, as a Vice-Chancellor, and as President of the three peak higher education organisations.

I found very competent and experienced women in the Public Services of this country: they just weren’t being appointed at senior levels. I saw a change in that from 1974, and in particular from 1976 to 1985, with more opportunities and more recognition of women.

In those early days at AGSM the first residential Development Program for Managers did not include one female participant. We argued that we should actively ask CEOs to sponsor suitable women and that AGSM should provide scholarships. Gradually, very good women started to come through, and these days outstanding women attend all the programs.
Senior women in the corporate sector...

It caused a stir when I was appointed as Australia’s first woman Vice-Chancellor in 1987. By 2004, 11 of 39 Vice Chancellors were women – nearly one-third. Now it has dropped to just under one-fifth, and two current female Vice Chancellors have announced their retirement so this proportion could change again.

The proportion of women on boards today has not improved from the 1990s. The data show that only four women currently chair ASX 200 companies and women comprise only 8.7% of ASX 200 directors. Women account for only 10% of executive managers, although 45% of all professional and managerial positions are held by women.

It’s disappointing to see little progress in recent years, notwithstanding some admirable appointments such as Catherine Livingstone as the Chair of Telstra. Chief Executive Women (CEW), of which I’m a long-term member, is putting a lot of effort into trying to improve the position.

CEDA has a very good track record on this: several state directors have been women, and there are women on all the boards and state councils. It’s been taken very seriously at board level.

Academic connections...

There aren’t “closed doors” between the two worlds. CEDA’s researchers often come from academia. The research directors have been people with very strong university backgrounds, such as John Nieuwenhuysen, Ian Marsh and now Michael Porter.

CEDA’s research is oriented to public policy, to economic development, and to industry and commerce. CEDA engages primarily in what might be described as “mission-driven” research that addresses a particular public policy goal, illuminates policy issues or canvases, evaluates and models options in relation to problem areas, or gaps in public policy. Universities do this too, but they also engage in curiosity-driven research.

While CEDA’s main perspective has been economics, other disciplines are included by necessity because so many other factors play a role in economic wellbeing or malaise. An economic viewpoint is essential and can be extremely valuable, as with Ross Garnaut’s climate policy review, but it is not sufficient on its own.

“After all, CEDA has a very good track record on this: several state directors have been women, and there are women on all the boards and state councils. It’s been taken very seriously at board level.”

First impressions...

In the 1970s I went to some CEDA functions and found them very interesting. Peter Grey, CEDA’s Executive Director at the time, was keen to get more women involved. Industrial relations and industrial law were my fields, and they were the hot policy topics of the day. I was First Assistant Secretary (National Industrial Relations Policy) in the Federal Department of Labour, so a policy-oriented body such as CEDA was very relevant. CEDA presented sessions on industrial relations or the links between wage rounds and inflation, so it was a matter of mutual interest. I still go to events; indeed, I’m going to one this week.

Reviving international links...

As Chair of the International Relations Committee, I felt CEDA needed broader and more active international links. Until the Madrid conference in 2006, they were mainly activated through the CEO talking to his or her counterparts. We developed a much more active relationship with the counterparts overseas and invited them to Australia for an international conference in Sydney on environmental issues and climate change.

It was achieved in part through a stronger and more active focus on collaborative relationships, not only with our counterparts overseas, but also with other Australian organisations such as the Global Foundation and the Lowy Institute. To some extent they examine the same sort of issues as CEDA focuses on so it was a natural fit. We considered more systematic ways of collaborating with groups that bring experts from overseas to Australia; and several CEDA research topics, such as China, are of interest to these organisations.

Australia cannot deal effectively with economic development if it does not keep in touch with what is going on overseas, and learn from it. However, many countries don’t have a strong, non-partisan, independent body such as CEDA, with support from very senior public and private sector policy people.

A natural launching-pad...

CEDA is taken seriously by government and by the media. It has become the natural launching-pad for major economic policy announcements and reviews, such as the Garnaut Review, and I believe it’s making a significant difference to the policy debate.
Inside CEDA
Mal Draegar worked for CEDA for a remarkable 35 years, from 1966 to 2001. He is CEDA’s own “national treasure” and a source of wonderful insights and anecdotes from over the years.

Mal Draeger

Mal Draeger was born in a remote part of Melbourne in 1921. He joined the Australian Army in 1941 and was sent to New Guinea on Christmas Day in 1941. He was relocated in the British Borneo Military Administration Unit and served as a Treasury officer in the British Borneo territories. He joined the British Colonial Service in 1945 and was the Treasurer of North Borneo until 1966 when he retired and returned to Australia after 22 years of service. Back in Melbourne, Mal Draeger was invited to join the newly created CEDA, and worked there from October 1966 to his retirement in 2001.

The difference between lobbying and CEDA...
CEDA created opportunities for people to observe and to understand what was taking place in the broader community.

One example: when John Button was Deputy Prime Minister he spoke about the importation of commodities. There was a guest from the Elmore Pottery Works in Bendigo, and Button was talking about pottery being sent from Formosa for the Australian market. Understandably, this guest – who wasn’t a member of CEDA at the time – was getting concerned about this. When the function finished he asked for a pencil and paper to write a note to Senator Button. Button sought him out and said, “This note you are writing, will you throw it away and come and see me at 9 o’clock tomorrow morning?” That was what CEDA was about, it created opportunities. You could say that CEDA was a broker of ideas.

Policy impact...
CEDA was working on energy when [Chief Executive] Peter Grey went to a CED conference in Paris. He returned with ideas and information from which CEDA produced a study on the price of petrol. The government adopted the policy before the final publication was produced, because it saw value in the draft research. The impact was quite extraordinary.
Similarly, the Minister for Housing, Chris Hurford, wanted to understand housing in Brisbane, Sydney, Hobart, Melbourne, Adelaide and Perth. He did that through a series of CEDA meetings in each state. He came to each capital city and met CEDA Trustees and their associates. CEDA wasn’t there grinding a dollar out of the Minister or the people attending, but to produce ideas, to inform the government of the attitudes from each capital city. It’s an example of direct influence, not because it was lobbying, but because it was one of the only places you could get ideas for the national benefit.

Early research projects...
CEDA’s reputation as a competent research organisation was established by the awarding of a grant from the Ford Foundation, arranged by Sir Douglas Copland and shared jointly with Japan. The Australian requirement was a study of South East Asia – Indonesia, Singapore, Malaya, Thailand and the Philippines. The report got substantial coverage. It was the first big association CEDA had with the Ford Foundation.

In the early days there could be 15 or 16 research projects, sometimes even 21, at the one time. They were managed through the Research and Policy Committee.

First impressions...
Peter Grey rang me one day to say, “Would you be interested in coming in and looking after CEDA for us?” So that was my first involvement with CEDA and it continued for a long time. CEDA then had a small office in the VEF building in Flinders Street in Melbourne.

Peter was the driver of CEDA at that time and had a tremendous capacity to get on with people. The international speakers that came to come to CEDA – not just for Melbourne but for Sydney, Brisbane, Adelaide and Perth – were of considerable consequence. He guided the research, in conjunction with Jim Wilson, and they were in touch with every university in Australia. Many of those people contributed to the research.

Major projects followed the manner in which the CED worked in America. When a book was ready for publication, a draft was sent to Trustees who showed an interest in it and they were invited to comment. Those comments were published in the publication.

Recruiting members...
There were different ways. We would have a five o’clock meeting in a board room, and invite Trustees to bring a friend. There might be 20 Trustees and 20 friends – 40 people for the afternoon. All those friends were potential members of CEDA. Somebody would talk about CEDA, a contact was made, and that is how we built up the membership in the early days.

On the genesis of CEDA’s well-known ambassadorial links...
When I started, CEDA had no direct association with the embassies in Canberra. So we spoke to the Chinese embassy, the Singapore embassy, the Malaysian embassy, the Mexican embassy, the South African embassy, the Russian embassy, the Chilean embassy and Saudi Arabian embassy – ten or 12 every year. We found opportunities to involve them with CEDA. For example, the Chilean ambassador went to Adelaide when an Adelaide member company was setting up a mining engineering operation in Chile.

How the famous “CEDA welcome” came about
The first research publication in 1967 was Wages and Productivity, by Joe Isaac of Monash University. I asked the Reserve Bank if we could launch the book at their premises, and to my astonishment they said yes. On the evening I went to the lift to welcome the first two guests – they were Bob Hawke and Sir Richard Kirby.

As they got out of the lift I thought, “Now what do I do?”. And then I thought, “If they were coming to my house I would shake their hand and welcome them”, establishing the manner in which we always operated at CEDA. From that time onwards, whenever a person attended a CEDA function, they were welcomed with a handshake and introduced to someone. Under no circumstances would a guest be ignored.

It’s all about the people, their involvement and the opportunities created by that involvement.

“Under no circumstances would a guest be ignored.”
Bruce Kean was chairman of CEDA during the 1990s, a time of organisational and technological change that challenged the very foundations upon which CEDA was built and had been so successful. He drove developments that included broadening the member base and reinforcing the importance of research. He says, “CEDA recovered from a difficult position where it may have faded altogether. Today it is as strong and as vibrant as it ever was.”

Bruce Kean AM

Sir Douglas Copland’s vision for CEDA...

Douglas Copland had recognised that business didn’t understand what was going on around it, and that there was a real problem with business understanding government policy. There were no mass communication mechanisms in those days. Television had just arrived, but there were no regular business programs. There was no internet or email, and fax was a novelty. Communications were limited to what you read in the newspapers. So Copland was trying to bring to the business community an understanding of economics, policy and government.

A changing world...

We had to face the reality that the world had changed, that CEDA had changed, that its origins were no longer the driver, and we had to reinvent it.

The first thing to recognise was the level of communications – through email, television, Internet – had risen to such a height that the original days of Douglas Copland, when CEDA was the principal source of information for a core group of people, had changed. CEDA had to go from being the principal source of information to providing understanding amidst information overload – to bring it together for members and give them that classic intelligence background: look at it, analyse it, cut it, shred it.
The second thing to understand was that the big end of town now had the Business Council and, with modern communications, if they wanted to talk to a Cabinet Minister they rang them up. CEDA had to make sure it was still respected and delivered a useful service. So it shifted from being a big end of town information giver to being the broker of information and ideas to a broader audience.

We had to build up a better offering for membership that included not just business, but academics and government. We wrote a new Constitution that gave flexibility, but controlled limits and reporting. The Board structure changed to be representative of the states and there was an active mechanism of rotation and regeneration. The states also had councils relative to membership.

We also came to the important conclusion that CEDA couldn’t deliver on its objectives without research. The whole idea was to force regeneration and new ideas coming through.

We did achieve the planned change. CEDA recovered from a difficult position where it may have faded altogether. Today it is as strong and as vibrant as it ever was.

Facts and good decisions...

I’ve always searched for information. I grew up in the intelligence community and learnt that intelligence was based on information that had to be proven and until you’ve proven it from three different directions, totally independently, you didn’t have facts. Without facts, you cannot make good decisions.

I found CEDA’s meetings very helpful. They were a remarkable bunch of speakers and CEDA still has that capacity to draw people with real knowledge and integrity, who are prepared openly to speak their mind. The CEDA meetings in the 1980s were very valuable in building knowledge and information.

As a membership organisation, you need to understand what members want. There aren’t many businesses that want great detail. They can’t use it. What they want is a framework, a reference point, to say, “CEDA thinks this is the most likely scenario. I’ve been to a couple of the meetings, I’ve heard a couple of speakers say that, so it makes sense”.

Integrity and balance...

The integrity of CEDA, going right back to the days of Copland, created a culture where CEDA didn’t criticise publicly. It was comfortable to come out and say, “This is what’s happening”, without teaching people what to do. It was absolutely, totally, meticulously apolitical and always tried to show two sides of the story. There was an active culture of balance, and as a consequence state and federal ministers from prime ministers through cabinet ministers through departmental secretaries, of all persuasions, were always happy to ask CEDA if they could present a new policy statement.

CEDA Budget nights were impressive, before communications are as open as they are today. Top-ranking ministers and commentators would talk about the Budget. They drew very large crowds, a couple of hundred people in each state. CEDA was a public platform to speak to the business community without political overtones.

CEDA as a brand has 50 years of history and reputation. The name “CEDA” shouldn’t change but the logo around it doesn’t really matter. CEDA, the word, the acronym, is what matters. It’s not on the shelf in Coles and someone’s saying, “Oh, I can’t see it any more. Where’s it gone?” It’s a very small community looking for CEDA and when they hear CEDA they say, “We can rely on that.” That’s the critical, most important thing. CEDA has got to maintain integrity and balance. The minute somebody says CEDA is biased, it will be dead.

First impressions...

My first contact with CEDA was about 1968. I left Gas & Fuel Corporation to join Norman J Hurll. They had been acquired by Boral, and Bill Wight, the original owner, was a member of CEDA and took me along to CEDA meetings. Those early memories are of vibrancy and very personal times. The meet and greet, the telephone calls in between, were extremely personal. Only members came for lunches and to bring somebody from the firm with the trustee was a privilege. Peter Grey was the consummate organiser and had around him a group of charming and very personal people.

I became Chairman in 1998, and had been on the board before then. I had just retired from Boral and had time to devote to CEDA.

“Copland recognised...there was a real problem with business understanding government policy.”
John Nieuwenhuysen’s involvement with CEDA began in 1980 as a part-time advisor. He was research director from 1985–1989, and returned to CEDA seven years later as chief executive from 1996 to 2002. His leadership of CEDA resulted in stronger ties with business and the universities, strengthened its financial foundations, and publications which gained considerable public attention and policy influence. He believes, at its heart, that “CEDA is really the Committee for Economic and Social Development of Australia”.

Professor John Nieuwenhuysen AM

Unsung heroes...

A strength of CEDA in those days was Peter Grey’s networking capacity; not just in Australia, but internationally. Mal Draeger was an unsung hero very nearly from CEDA’s very start until 2001. Mal had an extraordinary energy for keeping the flame alight in the world of CEDA’s grassroots of Trustees and the diplomatic corps. In Sydney the excellent management skills of Noel Morgan held sway in the largest state Trustee base for CEDA. Together with Peter, the networking they established and their instincts in understanding how to create a business built on nothing but a simple idea were really remarkable. Some employees were stalwarts, especially Matt Kumar who was chief accountant for many years, and Jeanette Pereira who managed the chief executive’s office.

It’s an extraordinary achievement, for a little place with a simple idea like that, to have lasted all this time.
"Working for CEDA was one of the greatest and most rewarding experiences of my life."

**Doing difficult research...**
For many Trustees CEDA's research is completely marginal to the Conference Program, but it is crucial; if CEDA had no research program it would no longer exist. It was extremely important that CEDA asserted its independence by doing difficult research.

**Aborigines and the mining industry...**
The book I did with David Cousins on Aboriginals in the Mining Industry is a classic illustration of the assertion of CEDA's independence. I had a grant to do a study of Aboriginals in the mining industry from the Department of Aboriginal Affairs, as a Reader in Economics at the University of Melbourne. I asked for CEDA's assistance in the form of a letter seeking the cooperation of the mining company membership.

We had a very distinguished publisher, Allen & Unwin, and high profile Aboriginal Leader, Charles Perkins, wrote the foreword. The book's message was that the investments in mining in Outback Australia meant very little for the employment of Indigenous people. It concluded that most mining companies were not doing enough. Shortly after its publication, John Carden, the treasurer of CRA and a leading light in CEDA, phoned Peter Grey and said, “Peter, I've seen this book, and I'm going to get the whole of the mining industry to resign from CEDA”. So Peter called me in and he said, “You have to compose a letter for Mr Carden, to explain yourself. And remember to use a black pen for your signature, not a blue one!”. Fortunately David Cousins is not only a great researcher, but also a consummate administrator and bureaucrat. He had on file a letter from John Carden's office, which had cooperated with us, congratulating us on the book. It’s an illustration of how CEDA was independent. When we told that story to the Research Committee and the Board, they said, “This is what CEDA is about - fearless research. It’s the author who is speaking and CEDA provides the umbrella under which the independent research is published”. CEDA always qualified its publications by stipulating that the views were the author’s, not CEDA’s.

The book drew the attention of the bureaucracy and the government to the small impact of mining activity on Aboriginal employment. As with all policy influence, its extent is hard to measure. But there was an aftermath to it, which over time reflected its significance. Mining companies became much more conscious of ensuring that there was real involvement of Indigenous people. It was a shift of mind.

**First impressions...**
I started with CEDA after I was introduced to Peter Grey [then Chief Executive] by Neville Norman in 1980. The main project was to establish the annual Economic and Political Overview. The first was in 1981 and the series is one of the longest-lasting parts of CEDA’s public education program. It was a great concept. Peter Grey was a restless entrepreneur, who could take an idea, sell it and make it run. This happened with the EPO, which remains part of the CEDA calendar in 2010.

The concept was that, at the beginning of every year in every state, we would review the last year and forecast and speculate on the next. The custom was to have a mixture of government and private sector independent views.

I was Research Director from 1985 to 1989, after which I left to become Foundation Director of the Bureau of Immigration Multicultural and Population Research. When Peter Grey retired, with a lot of qualms and doubts I became Chief Executive of CEDA in January 1996.

Achieving financial stability was difficult, yet we achieved a record surplus in the first full financial year of my term. This was followed up well in all the years of my tenure except of the last to June 2002. Nonetheless, when I left there was a reserve of $1,250,000, whereas on my arrival it was at most $200,000.

My fuller involvement with CEDA in the mid-1980s began after I was offered a full-time position at the Business Council of Australia by Geoff Allen [then chairman of the BCA]. Peter said, “No, no, no, you can’t do that,” and offered me a position as part-time research director at CEDA.
The “Committee for Economic and Social Development of Australia”...

*Australian Poverty Then and Now*, edited by Ruth Fincher and myself, was the first review of poverty in Australia since the Henderson Report in 1975. It was launched at Melbourne University by the Governor General, Sir William Dean. For CEDA’s 40th anniversary, *Reshaping the Australian Economy*, edited by myself, Peter Lloyd and Margaret Mead, was published by Cambridge University Press, with a Foreword by Sir Zelman Cowen who was one of CEDA’s founders. He set out what CEDA is about, and refers back to Sir Douglas Copland:

Sir Douglas saw how essential it was to establish the conditions for searching debate, a debate which people of goodwill, with occasionally differing indeed strongly opposed views, would come together to explore issues relevant to Australia’s economic and social development in the international context.

My book with Professor Peter Drake, *Australian Economic Growth: An Agenda for Action*, published by Oxford University Press, and launched by the then Governor of the Reserve Bank, Robert Johnston, who subsequently became President of CEDA.

These works were also a confirmation of CEDA’s founding principles. Some people ask what this has to do with economics. I always took pleasure in reminding them, and the board, that CEDA is really the Committee for Economic and Social Development of Australia. And the board understood this. It is a major reason for CEDA’s success – a focus beyond economic growth to include social, equity and justice issues.

Immigration...

The single most influential CEDA publication in the 1980s was Neville Norman and Kathryn Meikles’s work on the economics of immigration. The research was commissioned initially by Minister Ian McPhee in the Fraser Government. Hawke Government Minister Chris Hurford persisted with the report and accepted its principal conclusion. It’s another feather in CEDA’s cap; that the government is prepared to provide funds for independent research.

Neville Norman successfully sold the message that immigration is good for the economy. This is the single most influential policy implication in the history of CEDA because the Hawke Government used the CEDA study to justify increasing the migrant intake in the latter half of the 1980s. There were continual references in the statements and arguments that the Minister, Chris Hurford, and others made to the CEDA study. Of course for a big policy change like that there are many justifications and influences, not just one. But a major intellectual one was the CEDA study.

ARC Linkage Grants...

When I became chief executive I spoke to various institutions that had successfully applied for Australian Research Council Linkage Grants, where a university applies for funding for research in association with a business or independent agency such as CEDA.

CEDA’s first ARC Linkage Grant was for a major review of Australia’s taxation system with the Melbourne Institute, with Professors John Freebairn, Peter Dawkins, and David Johnson among the authors. I had never seen as many television cameras as on that day we launched that report.

The second was for a review of industrial relations in Australia with Professors Judy Sloan and Mark Wooden from the National Institute for Labour Studies.

A whole stream of papers and launches emerged from both projects. These were great achievements as CEDA was recognised as an independent agency by the Australian Research Council.
Maintaining the research “tradition”, while accelerating the output...

The first CEDA book, *Wages and Productivity* by Professor Joe Isaac, was published in 1967. So there was a tradition, but I did accelerate the output. The ARC grants were of particular importance, and those from philanthropic foundations. The Myer Foundation funded a study entitled *Downsizing, is it Working for Australia?* The Foundation accepted that it was important to study the consequences of downsizing. The study found that employers often live to regret when they downsize, because it creates an awful atmosphere, staff lose confidence, and if there is recovery, labour supply is short and those dismissed are the ones with the knowledge of the organisation.

Trustees were involved through the research committee and were widely consulted. They are busy and they appreciate it when the chief executive visits them. I would ask if there was some research they were interested in. Suggestions were received through the research committee as well.

A good research director has to be an engine and a creator of ideas. You develop ideas, obtain the approval of the committee, persuade the universities or others to do it, and then obtain funds for it.

The heart of CEDA...

CEDA is an astonishing organisation. A large part of CEDA’s business is conferences and seminars. In my day it was about 300 conferences a year and I understand it still is. Virtually every working day of the year, somewhere in Australia, there is a seminar or a lunch going on. That was why people belonged. They didn’t join or stay just for the research, they belonged because CEDA provided a meeting place that was affable, pleasant and friendly, while listening to different people with interesting views. That’s the heart of CEDA. They call it public education, a nice phrase, but it’s something slightly different. People come to be educated about public issues, but they also come to network. How many business people can say, “I belong to a place where I’ve got a chance, when the prime minister comes to talk, that I’m going to be at the same table”.

“CEDA connects its trustees to power, and to thinkers and people of influence.”

CEDA connects people to power and to thinkers of influence. I remember Kim Beazley saying, “This is one of the best forums for anybody to come and speak to in Australia, because there is an eclectic view of life here; it is not an ideological place, where participants will try to press a particular, predictable partisan, lobbying view to me; they might do so, but basically they are here to listen to what I have to say and to network.” CEDA is undoubtedly a great avenue for the politicians to deliver their message to the public.

It’s also why people are prepared to pay their fees. Membership is at the heart of CEDA’s income. It’s how you can ask a person for membership; you can say, “Look at all the things you can come to”. In my day the parliamentary meetings were a wonderful series. Trustees sat in the private members dining room and the shadow ministers and ministers came in to brief them - it’s marvellous stuff.

The age-old question is whether should CEDA be on a big or a small scale. Does it have large or smaller intimate meetings? Of course it should do both. Concentrating only on the big meetings is unsatisfactory from some people’s point of view. There are many examples of intimacy at CEDA, such as the boardroom lunches. Intimacy is a central part of CEDA and marks it off from organisations which emphasise large scale functions.

Working for CEDA...

Working for CEDA was one of the greatest and most rewarding experiences of my life. It widened my horizons enormously, was for the most part great fun, gave endless opportunities, and was instrumental in securing my appointment as Foundation Director of the Bureau of Immigration Research in 1989, and Foundation Director of the Monash Institute for the Study of Global Movements in 2002. I am very grateful to CEDA for this.

“It’s an extraordinary achievement, for a little place with a simple idea like that, to have lasted all this time.”
During Lisa Scaffidi’s ten years as State Director in Western Australia, CEDA boomed along with the mining state. Membership increased tenfold, attendance at the annual Economic and Political Overviews grew from 80 to more than 450, and the role of State Director went from part to full time. While increasing CEDA’s public profile in the west, Lisa maintained strong national links despite the tyranny of distance — in this instance, across the Nullarbor rather than the sea.

Lisa Scaffidi

Lisa Scaffidi is the first female Lord Mayor of Perth, Western Australia. She won the seat in the October 2007 council elections following the retirement of her predecessor, Peter Nattrass.

She was educated at Churchlands Primary School and Methodist Ladies’ College and then graduated as a dental therapist from the WA Institute of Technology (now Curtin University).

Lisa served two terms as a councillor before successfully contesting the lord-mayoralty. She regards the office as a full-time position and aims to maximise her accessibility to constituents.

Lisa Scaffidi was the State Director of CEDA in Western Australia for ten years, from 1998 to 2007.

A hunger for knowledge...

A lot of people come to CEDA events with a definite hunger for knowledge. That hunger is satisfied because of the great format of the events. Without doubt that has sustained CEDA from the start. People come to a CEDA event with the full knowledge they are going to be well informed in an unbiased manner. People respect that they can go away from CEDA panel discussions with a variety of opinions.

CEDA came into my life when I was starting to focus on these big issues with an interest I didn’t have previously. The opportunity to learn so much while I worked there was the best of both worlds.

Secrets to success...

The apolitical stance of CEDA is one of its hallmarks. A lot of people in Western Australia don’t attend 500 Club events because it overtly tells people they are of a liberal persuasion. CEDA’s apolitical stance has been one of its secrets to success.

It is also seen as an organisation that attracts middle and senior executives. Because the events and issues are macroeconomic or political, they are not necessarily going to attract sales people or lower-level executives. That has been a winning combination and has attracted a lot of people in the senior ranks of business.
CEDA also has the ability to start with a fledgling idea, analyse it from many perspectives, and shape it into an emerging new policy issue. Then it moves into the greater domain and is picked up by people who can take the issue further.

The tyranny of distance...

I recall many a frustration with getting “the wise men from the east” to come and speak to CEDA in Perth, because when influential CEOs, politicians and people of note came to Perth it was a competitive field. Most people only come for a couple of days which made it difficult to lock them in to share some pearls of wisdom at a CEDA forum. Nonetheless the program, while challenging, was filled up during any given year.

Over the years CEDA had championed debates on a number of worthy issues. Some of the key reports CEDA had focused on in the west were the contribution of the skilled workforce to the mining sector, work on GST, the aging population and the Asian crisis.

Some issues didn’t resonate in the west though. The one that comes to mind is the water issue and the focus on the Murray Darling River Basin. So while many issues were relative, some didn’t relate back to Western Australia. We worked around that and focused on those topics from the relevant perspective for the state. National entities such as CEDA need to be as inclusive as possible, but because of their flexibility they can allow for those necessary differences.

The WA approach...

The Economic and Political Overview is a huge success every year in Perth. It grew from 80 in my first year to 450 attendees at the end of my time. The State of the State, the Opposition updates, and the ‘Future Perth Series’ were other highlights.

The Future Perth Series was supported by the Department for Planning and infrastructure. We rolled out six events on industries that were shaping Western Australia’s economy. They were really well attended and a lot of people spoke about the success of the series for some time.

We had great success with Trustee-only events with the opportunity for one-on-one discussion – ten to 15 people in a restaurant chatting to people of note, be they pollies or key figures.

We focused on seating people compatibly, delivering a distinguished senior networking opportunity, and making sure that the head table was shared at different events. The effort that is put into events so that people can walk away with a full list of attendees, knowing who had been in that room, and the availability of the presentations, really give value for money.

People have a fondness for CEDA because they have seen it come from nothing to be perceived as a very reputable national entity. It resonates because of its apolitical stance and its focus on solid issues. People feel very genuinely proud to be associated with CEDA.

On CEDA’s future...

I would like to see CEDA grow and have more of a presence than it does have in the smaller states – the Northern Territory and Tasmania, because then it would be a truly national organisation. A few people I know from Western Australia have moved to the Northern Territory recently and they have all said “I wish CEDA was there.”

First impressions...

I started with CEDA in early 1998 and left in 2007, immediately after my election as Lord Mayor. My first impressions were that it had a very highly regarded history, and that it was a really worthwhile organisation to be a part of. I was also very conscious of a desire on CEDA’s part to be more inclusive to senior women in business, and to foster and maintain its influence while keeping an apolitical stance.

I observed a definite male bias to the membership, although that wasn’t intentional on CEDA’s part. It’s been heartening to see attendance and membership grow to be more inclusive of women, and to see more women’s events on the CEDA schedule.

“I was conscious of a desire on CEDA’s part to be more inclusive to senior women in business...”
About CEDA
Our members

CEDA founding members
at 30 June 1961

Essington Lewis
President

Sir Douglas Copland
Chairman, Executive Committee

Mr E A Alstergren
Chairman
Alstergren Pty Ltd

Mr P A Archer
Director & Comptroller-Treasurer
Chrysler Australia Ltd

Mr M L Baillieu
Chairman
North Broken Hill Ltd

Dr E Barraclough
Deputy Managing Director
Monsanto Chemicals (Aust) Ltd

Dr H F Bell
Economist
Australian Mutual Provident Society

Mr T F Bergmann
Managing Director
Lockheed Aircraft (Aust) Pty Ltd

Mr A L Blake
Chairman and Managing Director
British Insulated Callenders Cables (Aust) Pty Ltd

Mr P C Boon
Managing Director
Lockheed Aircraft (Aust) Pty Ltd

Mr L A Boult
Executive Secretary Admin Division
Victorian Employers' Federation

Mr R A Beaufoy
Managing Director
British Tube Mills (Aust) Pty Ltd

Mr C B Peter Bell
President
United Graziers' Association of Queensland

Sir Lewis Burne
Member Governing Body ILD

Sir Giles Chippindall
Chairman
Australian National Airlines Commission

Mr G S Colman
General Manager
Australian Estates Company Ltd

Mr R L Cooper
Executive Director – Finance
Anselt Transport Industries Ltd

Professor Zelman Cowen
Dean of the Faculty of Law
University of Melbourne

Mr F G Davies
Chairman
Davies Brothers Ltd

Mr J W Debenham
Managing Director
Australian National Industries Ltd

Mr H G Dennett
Finance Director
H J Heinz Company Pty Ltd

Mr J A De Veer
Marketing Manager
Humes Limited

Professor Ian Bowen
Professor of Economics
University of Western Australia

Mr T M Fitzgerald
Financial Editor
The Sydney Morning Herald

Mr D W Finley
Techno-Commercial Manager
Imperial Chemical Industries of Australia & New Zealand

Mr G G Feletta
Governing Director
Prestige Limited

Mr W R Galbraith
Development Director
Unilever Australia Pty Ltd

Mr V Gibson
Chairman
Gibson Kelite Industries Ltd

Mr S M Gilmour
Secretary
Victorian Employer’s Federation

Professor R H Greenwood
Department of Geography
University of Queensland

Mr W Ham
Senior Partner
Messrs Walter P Ham & Co

Mr P J Hannaberry
Australia Commissioner
Commonwealth Railways 1948–60

Mr L J Dooling
Chief Manager for Victoria
Commonwealth Bank of Australia

Mr G J Dusseldorp
Chairman
Lend Lease Corporation Ltd

Mr J Elsworth
Financial Director
The Age

Dr A Fabinyi
Publishing Director
F W Cheshire Pty Ltd

Sir Arthur Fadden
Australian Commonwealth Treasurer 1949–58

Mr A V Jennings
Chairman and Managing Director
A V Jennings (Aust) Limited

Professor P H Karmel
Professor of Economics
University of Adelaide

Mr A J Keast
Managing Director
Mary Kathleen Uranium Limited

Mr T P Keene
Chief Investment Analyst
Development Finance Corporation Ltd

Mr F G Keleman
Economist
Caterpillar of Australia Pty Ltd

Mr R H Harding
Manager Finance and Marketing
Conzinc Riotinto of Australia Ltd

Mr R F Holder
Economist
Bank of New South Wales

Mr A J Irish
Chairman
Rothmans of Pall Mall

Mr J Jelbart
Managing Director
Data Control

Mr R K Murdoch
Director
Mirror Newspaper Ltd

Mr Warren D’a Mcdonald
Chairman
Commonwealth Banking Corporation

Mr I Mcdougall
Director
Mcdougall, Ireland Pty Ltd

Mr E E Nuske
President
Wheat & Graziers’ Association

Mr E E Nuske
President
Wheat & Woolgrowers’ Association
Saul Same, CEDA’s longest serving Trustee – from 1960 to today
as told by Mal Draeger

When Glo-Weave opened a new plant in 1960, company founder Saul Same asked Sir Douglas Copland to open the new building. A brass plaque was placed on the building that said, ‘Opened by Sir Douglas Copland’. Sir Douglas said, “Saul, I’ve done this for you, now would you do something for me? I am starting an organisation called the Committee for Economic Development Australia – would you come and join it?”... Saul said he would be delighted to, and that’s the story of how he became CEDA’s longest serving Trustee.
KPMG
McKinsey & Company
NHP Electrical Engineering Production
Schaeffer Corporation
Sydney Ports Corporation
Sydney Water
Toyota Motor Corporation Australia
Wesfarmers

20+ years
Arnold Bloch Leibler
Baker & McKenzie
BankSA
BankWest
Canadian Consulate General
City of Melbourne
City of Monash
Clayton Utz
CPA Australia
Department of Premier and Cabinet (Queensland)
Energy Australia
Geddes Parker & Partners
GHD
Hansen Yuncken
IBBSWorld Business Information
Industry & Investment NSW
Institute of Chartered Accountants in Australia
Insurance Australia Group
John Holland
Leighton Holdings
Marsh
Mercer
Mitsui & Co (Australia)
New South Wales Treasury Corporation
Nomura Australia
Optus
PGA (Management)
PricewaterhouseCoopers
Queensland University of Technology
RAC of WA
RBS Morgans
Rio Tinto Iron Ore
Reserve Bank of Australia
Royal Automobile Club of Victoria
Russell Reynolds Associates Inc
Santos
Siemens
SMS Management & Technology
Wilson Transformer Co
WorkSafe Victoria

10+ years
Adelaide Airport
AEMO
Allens Arthur Robinson
Aon Risk Services Australia
Association of Superannuation Funds of Australia
ATCO Power Australia
Aurora Energy

AUSTRADE
Australia Post
Australian Automobile Association
Australian Unity
Blake Dawson
Box Hill Institute of TAFE
Brisbane Airport Corporation
Brisbane City Council
Canon Australia
Central Highland Regional Water Authority
China Corporate Advisory Services
City of Casey

City of Greater Dandenong
City of Greater Geelong
City of Perth
City West Water
Coopers Brewery
CS Energy
Curtin University of Technology
Delta Electricity
Department of Foreign Affairs and Trade (Federal)
Department of Infrastructure, Energy and Resources (Tasmania)
Department of Innovation, Industry and Regional Development (Victoria)
Department of Justice and Attorney General (NSW)
Department of Main Roads (Queensland)
Department of Primary Industries and Fisheries (Queensland)
Department of Treasury and Finance (Victoria)
DibbsBarker
Edith Cowan University
ENERGEX
Enenergy Australia
ENS International
Epworth Hospital
Financial Services Council
Flinders Ports
Folkestone
Freehills

Fujitsu Australia
Gadens Lawyers
Gilbert + Tobin
Griffith University
Hill and Knowton
Public Relations
Hong Kong Economic & Trade Office
Horsley & Company

Hunter Water Corporation
Institutional Developments
Ipswich City Council
JANA Investment Advisers
John Allen & Associates
Kangan Institute
KBR
LaTrobe University
Law Society of New South Wales
McDonald Monahan Associates
Medibank Private
Melbourne Airport
Melbourne Water Corporation
Minter Ellison
Monash University
NCVER
New Zealand Consulate General
Norton Rose Australia
Oracle Corporation Australia Pty
Pacific Edge Holdings
Parks Victoria
Parsons Brinckerhoff
Penrice Soda Products
Percy Allan & Associates
Perth Airport
Pharmacy Guild of Australia
Philip Morris (Australia)
Port of Melbourne Corporation
Qsuper
Queensland Competition Authority
Queensland Investment Corporation
Queensland Rail
Queensland Treasury Corporation
RMIT University
RHN Consulting
Royal Bank of Canada
Russell Pastoral Company
S Gerlach Pty Ltd
SA Centre for Economic Studies
Shangri-la Hotel Sydney
Sinclair Knight Merz
Stanwell Corporation
State Revenue Office (Victoria)
State Street Bank & Trust Company
State Trustees
Swinburne University of Technology
Sydney City Council
The Benevolent Society
TI Automotive
TransGrid
Transurban
TRUenergy
University of Adelaide
University of Melbourne
University of South Australia
University of Sydney
University of Tasmania
URS Asia-Pacific
Victoria University
VicUrban
Water Corporation
Western Water
WorkCover SA
Wyndham City Council

Less than 10 years
AAPT
Ab Initio
ABB Australia
Abigroup
Accenture Australia
Access Office Systems
ACCIONA
ACIL Tasman
Adelaide Brighton

Adelaide City Council
Adelaide Training and Employment Centre
ECOM
Aecon Holdings
AGL
AJK Consulting
Allen Consulting Group
Alliance Resources
Alumina
Ambrosini Professional Placements
APA Group
Apache Energy
API Management
Arup
ASC
Association of Independent Schools of SA
Association of Independent Schools of Victoria
ATSE
Australia Council for the Arts
Australia TradeCoast
Australian and New Zealand School of Government
Australian Building Codes Board
Australian Bureau of Statistics
Australian Business Facilitators
Australian Catholic University
Australian Competition and Consumer Commission
Australian Computer Society
Australian Diabetes Council
Australian Energy Market Commission
Australian Institute for Commercialisation
Australian Institute of Company Directors
Australian National University
Australian Payments Clearing Association
Australian Petroleum Production & Exploration Association
Australian Prudential Regulation Authority
Australian Securities & Investments Commission
Australian Vinys Corporation
Avant Insurance
Baker & Mackenzie
Bank of Tokyo-Mitsubishi
B J Byrne Properties
Barangaroo Delivery Authority
Bateman Beijing Axis
Baulderstone
BHP Billiton Iron Ore
Black Isle Communications
Black Swan Event
Financial Planning
BlueChip Communication Group
BMD Group
Bombardier Transporation Australia
Bontempo Investment Group
Booz & Company (Aust)
Boral
BRI Australia
Brisbane Marketing
BrisConnections
Brookfield Multiplex
Bupa Australia
Burnet Institute
Business Council of Australia
Business SA
Carnarvon Petroleum
Catholic Archdiocese of Sydney
CEO Institute
C-F-S Career Management
Challenge Consulting Australia
Chamber of Commerce & Industry Western Australia
Chamber of Minerals and Energy of Western Australia
Charles Darwin University
Chartered Secretaries Australia
Chevron Australia
CHK Services
CITIC Pacific Mining
Citipower and Powercor Australia
City of Geraldton-Greenough
City of Prospect
Clayton Management
Clayton Utz
COAG Reform Council
Coal Services
Coffey International
Colliers International
Committee for Geelong
Computershare
Conduive
ConnectEast
ConocoPhillips
Construction Industry Training Board
Consult Australia
Coolibah
Corpac Partners
Corporate Conversation
Country Energy
CPG Australia
Creative Territory

CSC
CSG
CSG Services SA
CSIRO
CSL
Deakin University
Department for Victorian Communities
Department of Agriculture and Food (WA)
Department of Education, Employment and Workplace Relations (Federal)
Department of Fisheries (WA)
Department of Further Education, Employment, Science and Technology (SA)
Department of Housing Local Government and Regional Services (NT)
Department of Human Services (Victoria)
Department of Planning (WA)
Department of Premier and Cabinet (NSW)
Department of Premier and Cabinet (Victoria)
Department of Primary Industries (Victoria)
Department of Primary Industries and Resources (SA)
Department of Regional Development and Lands (WA)
Department of Services, Technology and Administration (NSW)
Department of Sport and Recreation (WA)
Department of State Development (WA)
Department of Sustainability and Environment (Victoria)
Department of Trade and Economic Development (SA)
Department of Training and Workforce Development (WA)
Department of Transport (WA)
Department of Transport, Energy and Infrastructure (SA)
Department of Treasury and Finance (SA)
Department of Water (WA)
DORIC Group
Downer EDI
East Perth Redevelopment Authority
Edelman
EFTPOS Payments Australia
Elders Rural Services Australia
ElectraNet
Endeavour Foundation
Energisa
Energy Action
EPA Victoria
Equal Opportunity Commission
Erasing Energy
Ergon Energy
Ernst & Young
ESRI Australia
Essential Services Commission
ETSA Utilities
Executive Dimensions
Export Finance and Insurance Corporation
FA Pidgeon & Son
Finlaysons
Finsia (Financial Services Institute of Australasia)
First Place International
Flinders University
Folk
Four Seasons Hotel Sydney
Franklin Templeton International
FuturePlus Financial Services
Gartner Asia Pacific
GE
Geodynamics
George Weston Foods
Gerard Daniels
Gippsland Water
GlowSmithKline Australia
Golder Associates
Graduate School of Business, University of Wollongong
Grose International
Halden Burns
Hannah Pittman Consulting
Hassell
Hawker Britton
Health Partners
Healthways Australia
Heat Group
Henry Davis York
Herbert Geer
HHH International College
High Commissioner for India
High Commissioner for South Africa
High Commissioner of Malaysia
Hilton on the Park Melbourne
Hinton & Associates
Honeycombes Property Group
HSBC Bank Australia
Hudson
Hunter Valley Research Foundation
HWL Ebsworth Lawyers
Hyatt Regency Perth
Hyder Consulting
Hydro Tasmania
Hyperbaric Consulting Solutions
IBM Australia
Independent Market Operator
Independent Pricing and Regulatory Tribunal
Indigenous Campus
Insight Alliance
Insurance Council of Australia
Insee
Jackson McDonald
Jemena
JM Management Services
Jon Michel Executive Search
JTA Australia
Kell & Rigby
Kellogg Brown & Root
Keyinvest
Laing O’Rourke
LandCorp
Lanier (Australia)
Larpro
Lavan Legal
Leaders Institute of South Australia
Leighton Contractors Pty
Leyshon
Linking Melbourne Authority
Litmus Group
Liugong Machinery Australia
Macarthur Coal
Macmahon
Macquarie University
Maddocks
Main Roads, Western Australia
Manpower Australia/New Zealand
Market U
Marchment Hill Consulting
Marshall & Brougham
Masonic Homes Incorporated
Master Builders Australia
McArthur River Mining
McConnell Dowell Corporation
McGir
McGrathNicol
Medicines Australia
Melbourne Community Foundation
Mercuri Urval
MetLife
mhm
Michael Johnson & Associates
Microsoft Australia
Middletons
Minerals Council of Australia
Morgan Wealth Management Group
Morton Phillips
Mt Eliza Centre for Executive Education – Melbourne Business School
MTC Work Solutions
Murdoch University
MWH
Myer Foundation
myState Financial Credit Union of Tasmania
National Competition Council
National Pharmacies
National Transport Commission
NEC Australia
Nekon
New Zealand Trade and Enterprise
Nextgen
Northern Territory Treasury
Nous Group
NSW Minerals Council
Oakajee Port and Rail
OAMPS
Office of Clean Energy
Oliver Wyman
OnTalent
Oppeus
Optamax
Orange Business Services
Origin Energy
P J Slaughter Advisory Services
Pacific Hydro
Paladin Energy
Palladium Group
Paraparaumu City Council
Perpetual Private Wealth
Pharmaceutical Society of Australia
Pitt & Sherry
PKF Accounting
Plenary Group
Pottinger
PPB
Primary Sources
Professional Public Relations (PPR)
Public Trustee of Queensland
QER
Queensland Airports
Queensland Country Credit Union
Queensland Government
Queensland Resources Council
Queensland Treasury
RAA of SA
Ranbury Management Group
Randstad
Regional Development Australia – Hunter
Resurgence
Rigby Cooke Lawyers
Roads and Traffic Authority
Robert Bird Group
Rowland
Royal Bank of Scotland
RPS
RSM Bird Cameron
SACE Board of SA
SageCo
SAHA International
Salvation Army – South Australian Division
Sarah Group Holdings
Sciaccas Lawyers and Consultants
Scope (Vic)
Securancy International
Serco Australia
Service to Youth Council Inc
Shire of Roebourne
Snowy Hydro
South Australian Water Corporation
South East Water
Southern Cross Care (SA)
SP AusNet
Springfield Land Corporation
St Vincent’s Health Melbourne
Standards Australia
State Services Authority
State Super
Stillwell Management Consultants
Stockland
Streamwise
SunWater
Superannuation Funds Management Corporation of South Australia
Sustainability Victoria
Sydney Airport Corporation
Sydney Catchment Authority
Sydney Harbour Foreshore Authority
Symantec Corporation
Synateq
Synergies Economic Consulting
Telstra
The Smith Family
Thiess
Top People
Tourism Western Australia
Townsville City Council
Transend Networks
Transfield Services
TransLink Transit Authority
Transport Ticketing Authority
Treasury Corporation of Victoria
TressCox Lawyers
Trinity Funds Management
TVET Australia
UGL
UniQuest
United Energy Distribution
United Overseas Bank
United Water International
Universities Australia
University of New South Wales
University of Queensland
University of Southern Queensland
University of Technology Sydney
University of Western Australia
URS Asia-Pacific
URS Australia
Utilisoft
Venture Capital Board
Ventry Capital Management
Verve Energy
VicForests
VicRoads
Victorian Auditor-General’s Office
Victorian Managed Insurance Authority
VogelPercy
Watermark Patent & Trade Mark Attorneys
Western Australia Police
Western Australian Treasury Corporation
Western Power
WestNet Infrastructure Group
Whyte & Coaches
Widesal
Woodside Energy
WorkCover NSW
WorkleyParsons
Xstrata Coal
Xstrata Copper
Yarra Trams
Yooralla
Yorta Yorta Nation Aboriginal Corporation
Boards and Councils

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Maurice Newman AC

National Chairman
Geoff Allen AM

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Laureate Professor
Adrienne Clarke AC
Ivan Deveson AO
Professor Julian Disney
Laureate Professor
Peter Doherty AC
Peter Duncan
Malcolm Fraser AC
Professor Donald Gibson
Sir James Gobbo AC
Nick Greiner AC
Dr Allan Hawke AC
Robert Hawke AC
Elaine Henry OAM
Margaret Jackson AC
Graham Kearsie AO
John Langoulant AO
Catherine Livingstone AO
John Massey
Paul McClintock AO

Dr Stuart McGill
Andrew Mohi
David Mortimer AO
Dr Ken Moss AM
Sir Eric Neal AC
Maurice Newman AC
Sir Ani Parbo AC
Professor David Penington AC
John Phillips AO
Dr Kerry Schott
Dr John Schubert
Dr Ziggy Switkowski
Richard Warburton AO
Peter Wills AC

Sally Pitkin
Consultant, Clayton Utz
John Poulsen
Managing Partner, Minter Ellison
Phil Ruthven
Founder and Chairman, IBISWorld
Tony Tobin
Consultant, Gilbert+Tobin
Dr Glenn Withers AO
CEO, Universities Australia
Lynn Wood
Chairman of Noni B Ltd

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Phil Ruthven (Chair)
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Principal, Percy Allan and Associates Pty Ltd
Dr Rufus Black
Master, Ormond College,
University of Melbourne
Dr Malcolm Edey
Assistant Governor (Economic),
Reserve Bank of Australia
Peter Fitzgerald
Acting Chief Executive, CEDA
Dr Vince Fitzgerald
Chairman, Allen Consulting Group
Professor Joshua Gans
Melbourne Business School
Professor Ian Harper
Director, Access Economics
Professor Jane Hemstritch
Company Director

Dr Doug McTaggart
CEO, Queensland Investment Corporation
Mary Ann O’Loughlin
Executive Councillor and Head of Secretariat
COAG Reform Council
Tony Parkinson
Policy and Communications Manager, CEDA
Professor Jonathan Pincus
Visiting Professor, The University of Adelaide
Dr Michael Porter
Director, CEDA Research and Policy
Professor Stephen Sedgwick
Director, Melbourne Institute of Applied Economic and Social Research
Rod Sims
Director, Port Jackson Partners Ltd
Professor Kenneth Wiltshire AO
JD Story Professor of Public Administration, The University of Queensland
Professor Warwick McKibbin
Australian National University
Dr Glenn Withers AO
CEO, University Australia
State Councils

New South Wales
Tony Tobin (State President)
Consultant, Gilbert + Tobin
Geoff Applebee
Company Director and Consultant
Angus Armour
Managing Director and CEO, Export Finance and Insurance Corporation
Alec Cameron
Dean, Australian School of Business, University of NSW
Michael Coleman
National Managing Partner, Audit & Risk, KPMG
Simon Edwards
Director of Corporate Affairs, Microsoft Australia & New Zealand
Richard Harris
Director, RHI Pty Ltd
Andrew Horsley
CEO, Horsley & Company Pty Ltd
Michelle Hutton
CEO, Australia Edelman
Dr Suzanne Rickard
State Director, CEDA
Paul McWilliams
Head of Corporate Support Services and Company Secretary, AGL
Stephen Walters
Chief Economist, JP Morgan

South Australia
Anne Howe (State President)
CEO, South Australian Water Corporation
Greg Tunny (Deputy State President)
CEO, Lead Construction
Professor Michael Barber
Vice Chancellor, Flinders University
Mark Butcher
Managing Partner SA, Ernst & Young
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Consejo Empresario de América Latina (Latin America)
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The catalogue also includes some prescient works:
- A major study of Australia’s links with South East Asia, published in the 1960s and funded by the Ford Foundation
- Professor Neil Warren’s 1976 paper, *A Value Added Tax for Australia*
- *The Social Responsibility of Corporations* – the first major text on one of the biggest issues of today – written in 1976 by PJ Dunstan
- Professor John Niuewenhuysen and Dennis Turner’s 1984 study of the impact of mining on aboriginal communities
- A landmark report by Professor Neville Norman and Katherine Meikle on the economic impact of immigration, published in 1985

Others that preceded policy development include:
- *Australia’s Population Structure and Growth* 1965
- *Some Aspects of Australia’s Two Airline Policy* 1972
- *Fiscal Federalism: Some Problems and Options* 1975
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Backcopies of CEDA’s quarterly magazines – the CEDA Bulletin and Australian Chief Executive – provide a kaleidoscope of business and policy developments in Australia over the last 50 years, including articles and analysis, speech transcripts, and information about CEDA and its Trustees.

The publications listed here can be found in the CEDA library in Melbourne.
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CEDA Offices

National Office
Level 13, 440 Collins Street
Melbourne VIC 3000
GPO Box 2117
Melbourne VIC 3001
Telephone 03 9662 3544
Fax 03 9640 0849

New South Wales and the ACT
Level 14, The John Hunter Building
9 Hunter Street
Sydney NSW 2000
GPO Box 2100
Sydney NSW 2001
Telephone 02 9299 7022
Fax 02 9232 7559

Queensland
Level 22, 333 Ann Street
Brisbane QLD 4000
GPO Box 2900
Brisbane QLD 4001
Telephone 07 3229 9955
Fax 07 3229 8166

South Australia and the Northern Territory
Level 7, Qantas House
144 North Terrace
Adelaide SA 5000
PO Box 8248, Station Arcade
Adelaide SA 5000
Telephone 08 8211 7222
Fax 08 8211 8222

Victoria and Tasmania
Level 13, 440 Collins Street
Melbourne VIC 3000
GPO Box 2117
Melbourne VIC 3001
Telephone 03 9662 3544
Fax 03 9640 0849

Western Australia
Level 5, BGC Centre
28 The Esplanade
Perth WA 6000
GPO Box 5631, St Georges Terrace
Perth WA 6831
Telephone 08 9228 2155
Fax 08 9228 2166
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