



CEDA 1960 – 2010 CELEBRATING FIFTY YEARS



About this publication

CEDA: Celebrating 50 years

ISBN 0 85801 273 1

© CEDA 2010

The views expressed in this document are those of the authors and should not be attributed to CEDA.

Editing: Eliza Spring

Interviews: John Harris

Design: Robyn Zwar Design

Printing: Condor Print Group

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

Contents

Foreword	4
50 years of CEDA	5
CEDA today	8
.....	
Insights and interviews	10
Business	12
• Tim Besley AC	14
• Terry McCrann	16
• Phil Ruthven	18
• Catherine Walter AM	21
• Dr Walter Uhlenbruch AO	24
• Richard Warburton AO	26
.....	
Politics	28
• Malcolm Fraser AC CH	30
• Bob Hawke AC	32
.....	
Academia	34
• Professor John Niland AC	36
• Professor David Penington AC	38
• Professor Neil Warren	40
• Professor Di Yerbury AO	42
.....	
Inside CEDA	44
• Mal Draeger	46
• Bruce Kean AM	48
• Professor John Nieuwenhuysen AM	50
• Lisa Scaffidi	54
.....	
About CEDA	
Our members	57
Boards and Councils	63
CEDA publications	66
Authors, editors and contributors	74

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 distinguished Board of Governors, listed towards the end of this book, not only support us with their good will, but with wise counsel on policy issues and priorities, and in building our engagement with a range of external stakeholders.

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.

A handwritten signature in black ink, appearing to read 'Geoff Allen'.

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 Macphie. 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.

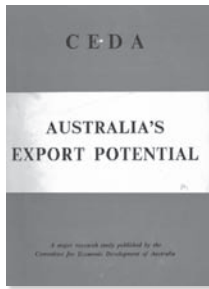
Taxation

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.



“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

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.

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.

CEDA today



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

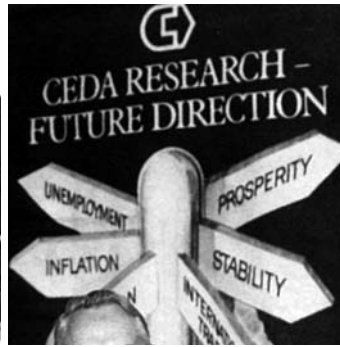
- > Malcolm Fraser AC CH
- > Bob Hawke AC

Academia

- > Professor John Niland AC
- > Professor David Penington AC
- > Professor Neil Warren
- > 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 AC is a former Chair of the Cooperative Research Centre for Greenhouse Gas Technologies, Leighton Holdings, the Commonwealth Bank of Australia, the Australian Research

Council and CIG Group. He is a former Chancellor of Macquarie University and President of the Australian Academy of Technological Sciences and Engineering. He has served on the governing bodies of a wide range of charities and organisations such as the Centenary Institute Research Foundation, the Fundraising Committee of the Breast Cancer Council, the Sir Ian McLennan Achievement for Industry Award, the Royal Botanic Gardens and Domain Trust in Sydney. Prior to his involvement in the private sector he was Secretary to the Commonwealth Department of Business and Consumer Affairs.

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



Terry McCrann is News Limited's financial commentator and The Herald Sun's Associate Editor Business. He has worked for The Sun News-Pictorial, the National Times and The Age, before joining

News Corporation in 1987 to write a national business column for News Limited papers across Australia.

For over 30 years, McCrann has provided critical analysis on the wide range of events and personalities that have shaped the nation, from the entrepreneurs to the politicians and has been at the centre of many of the great controversies and debates.

McCrann is a former Graham Perkin Journalist of the year, Financial Journalist of the Year, and winner of the Melbourne Press Club's Golden Quill Award.

Terry McCrann has presented at CEDA's annual Economic and Political Overview since the early 1980s.

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.

“It’s the things that CEDA doesn’t do which are its strengths.”

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 emphasize that, but it has a particular benefit.

The atmosphere at CEDA events is very open. People presenting to people that are genuinely interested. 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...””

First impressions...

My first association was either a political event like an election or the infamous annual Economic and Political Overviews at the start of the year. Peter Grey, the driving force of CEDA for so many years, asked me to participate on the dynamics of the Victorian economy.

Research...

Research is another aspect that distinguishes CEDA in the public policy debate. It engages in research from a broader perspective than specific research operations or industry bodies. CEDA is more “disinterested” in the real meaning of the word.

CEDA is not driven by particular agendas, other than opening up an issue for discussion and providing a foundation for that discussion to take place.

There is so much research that it is hard to pick out specifics, but the recent broadband research provided a perspective which was very different from the general debate. It canvassed a much broader spectrum of options and dynamics than the narrow issues in the public mind, such as fixed broadband versus something or nothing, Telstra versus government owned. Most of the players in that space have narrow and very specific agendas, so CEDA analysed it on a much more holistic and broader basis. I haven’t seen any other research or analysis that comes close to emulating that.

CEDA also works well at state and national levels. Take health, for example. Of all the public policy bodies that discuss or comment on health, CEDA can merge the issue from a national perspective and include the dynamics of the individual states.

Phil Ruthven is on CEDA's Board of Directors and is the Chair of the Research and Policy Council. His 30 years as a trustee are characterised by passionate and unparalleled support for CEDA and its mission. Phil has been instrumental in reviving CEDA's research agenda to focus on the "big issues" in the eyes of Australia's business leaders. Here he shares his views on delivering much-needed clarity during the "Banana republic" era, the influence of CEDA's tax and immigration research, and how a small organisation can "still make a lot of noise".

Phil Ruthven



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.

“We keep it distinct from short-term issues because by the time they are researched, the issue has gone away.”

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

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.

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 be 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.

"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



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 or-

rganisations 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.

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.

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 view points, 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

First impressions...

I was managing partner of Clayton Utz in Melbourne when in the late 1980s or early 1990s I was invited to become a member of CEDA.

I was delighted to become a member. CEDA provided an extension of the things you thought about in your day job, which has been one of the prevailing benefits of membership. But beyond that CEDA takes you out of the areas you naturally know and gives you the opportunity to be exposed to other industries and other ideas.

Clayton Utz in Melbourne was also a relatively young firm in Melbourne then and we needed new ways of getting out there among existing clients or future clients.

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 be 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 proscriptive 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 infighting 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

First impressions...

I had a great belief in CEDA as a vehicle for getting out information in an apolitical fashion and being fearless in its research. I believed it was good to put back into society.

My involvement goes back to 1984. I had arrived back from eight years overseas with DuPont. I came back to DuPont in Australia as a director and then managing director. I met Jan McMaster [Director of CEDA Queensland at the time]. My attention was caught because it was independent, apolitical and open in its research, as opposed to other bodies which are very functional. CEDA is very broad. I have been involved with CEDA ever since.

Through the 1990s I was heavily involved in workplace cultural change at DuPont, and also working with the Labor Government and John Button. I chaired the Australian Best Practice Demonstration Project which aimed to show that best practice in business would lead to better outcomes for companies and for Australia as a whole.

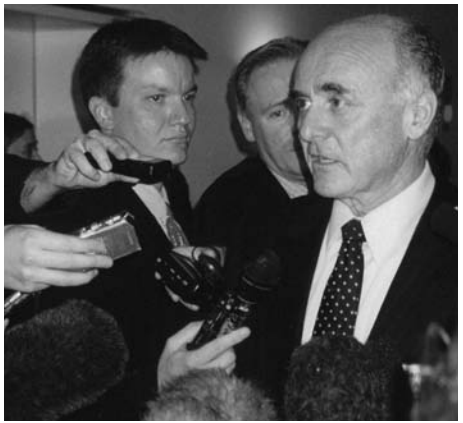
Sir Arvi Parbo, who to me is a king of boards and companies and "Australianism", gave a talk in the late 1980s about the desire, the willingness and the need for us to move from the "management versus employees" approach to a cooperative approach. It was a powerful speech coming from a passionate individual and it stuck in my mind. It's why I got involved. You knew it was coming straight from his heart and he meant every word.

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.

Malcolm Fraser AC CH



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.

“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

"CEDA welcomed intellectual discussion and rational analysis of the factors relevant to economic development. It was true to its name."

First impressions...

We had a very positive view of CEDA. A number of organisations which tended to be identified with business found it difficult to disguise their fundamental inclination away from Labor, but there was never any sense of that with CEDA. CEDA welcomed intellectual discussion and rational analysis of the factors relevant to economic development. It was true to its name.

When you have a committee which is about the economic development of Australia, by definition it looks at longer-term issues and influences. In my first press conference as prime minister to foreign correspondents in March of 1983, I said that – more than any other exogenous factor – Australia's future economic welfare and growth would be determined by the extent and the quality of our relationships with Asia in general and China in particular. A lot of people looked askance at that at the time but CEDA understood the validity of what I was saying.

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

.....

Professor John Niland wrote his first piece for CEDA in 1978 – a survey of policy alternatives in industrial relations called *Collective Bargaining and Compulsory Arbitration in Australia*. His work with CEDA was instrumental in shaping the DNA of industrial relations reform.

.....

Professor John Niland AC



Professor John Niland AC is a Professor Emeritus of the University of New South Wales (UNSW) and was Vice-Chancellor and President from 1992 to 2002. UNSW's most renowned

building, the Scientia, was officially renamed The John Niland Scientia Building for his long and distinguished history at the University.

Professor Niland is currently Chairman of Campus Living Funds Management Limited and is an Independent Director of Macquarie Group Limited. He is a member of the University Grants Committee of Hong Kong and Deputy Chairman of the Board of Trustees of Singapore Management University. He is a former Chief Executive of the State Pollution Control Commission and Executive Chairman of the Environment Protection Authority. He was a foundation director of Universitas 21 and of Australia's Group of Eight research intensive universities.

Professor Niland is a member of CEDA's Board of Governors.

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

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.

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 enterprised-base 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.

.....

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.

.....

Professor David Penington AC



Professor David Penington AC is an Oxford medical graduate. He was Professor of Medicine at St Vincent's Hospital (1970–87), and the University of Melbourne's Dean of Medicine for eight years

from 1978 and Vice-Chancellor from 1988–95.

Professor Penington chaired the AIDS Task Force from 1983–87, and the 1984 Inquiry into the Medicare dispute. He chaired the Bio21 Cluster (2003–09) and now chairs the Board of Bionic Vision Australia which is seeking to develop a bionic eye.

His autobiography, *Making Waves: Medicine, Public Health, Universities and Beyond*, was published by Melbourne University Press in July 2010.

Professor David Penington is a member of CEDA's Board of Governors.

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.

.....

Professor Neil Warren



Neil Warren is Professor of Taxation at the Australian School of Taxation (Atax) at the University of New South Wales.

His academic interests are in public sector economics with a special focus on taxation policy and fiscal federalism. He has authored or co-authored many articles in academic journals and conference volumes, as well as having published a number of books, government reports and many discussion and conference papers. He has consulted widely in the area of taxation policy, preparing numerous reports for political parties, welfare and industry groups as well as professional organisations and various state and federal government agencies.

Neil Warren won the CEDA Prize in 1977 and then went to work for CEDA part time from 1977 to 1990. He was research director from 1998 to 1990.

The hands-on nature of working for CEDA!

The *CEDA Bulletin* was a 16-page quarterly publication that reported on every CEDA event and included some stories, features and lots of pictures. I would take most of these pictures, so I was responsible for everything that went into the publication. I had to cover every meeting so I’d get on my motorcycle and ride into CEDA, park it under the building, then go into the kitchen and change out of my leathers and into my suit and cover the meeting. Every meeting. Somebody else would cover Melbourne meetings, but if it was a large conference I would go down. Then I started covering major national conferences and writing Trustee reports.

A comparison with academic institutions...

CEDA is not an academic institution. You’ve got to understand who the members are, work to the members but also work to the whole mission statement – there’s a bigger mission for the whole of the country on all sectors and all individuals, not sectional interest. It’s not a sectional organisation. It’s not academic.

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.

.....

Professor Di Yerbury AO



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.

"Australia cannot deal effectively with economic development if we do not keep in touch with what is going on overseas..."

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.

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. In 1974–76, 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.

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 up 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



Bruce Kean AM worked for The Gas and Fuel Corporation of Victoria for 17 years before joining Boral Ltd. He was Chairman of Oil Company of Australia and Chief Executive and a Director of

Boral from 1987–94.

Mr Kean is a former director of AMP, the Australian Submarine Corporation, Capral Aluminium, Pirelli Cables, Bank of Tokyo-Mitsubishi Australia and Folkestone Limited. He is a former chair of the Sir David Martin Foundation and the Mental Health Research Institute

He is currently Chairman of the Advisory Committee of the APEC Study Centre, a Director of Neuroscience Victoria and Chairman of the ATSE Clunies Ross Foundation.

He has served on a number of industry and government committees, including the Prime Minister’s Economic and Planning Advisory Committee.

Bruce Kean was Chairman of CEDA from 1994 to 2002 and is an Honorary Life Trustee.

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 publically. 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

First impressions...

My first contact with CEDA was about 1968. I left Gas & Fuel Corporation to join Norman J Hurl. 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.

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.

"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



Professor John Nieuwenhuysen AM is the Director of the Monash Institute for the Study of Global Movements, and a member of RMIT University Council and the Board of the Australian Multicultural Foundation.

He was Director of the Commonwealth Bureau of Immigration, Multicultural and Population Research from 1989–96. He has chaired four Victorian State Government inquiries, including one into liquor control that was the basis for reforming legislation in 1988.

John is the author of many books and articles and holds a PhD from the London School of Economics. He is a Fellow of the Academy of Social Sciences in Australia, and was made a Special Legend of the Melbourne Wine and Food Festival in 2000.

John Nieuwenhuysen was part-time advisor to CEDA from 1980–89 and Research Director from 1985–89. From 1996–2002 he was full-time Chief Executive and Research Director.

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 Aborigines in the Mining Industry is a classic illustration of the assertion of CEDA's independence. I had a grant to do a study of Aborigines 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 restlessly entrepreneurial person, 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 Natrass.

Lisa 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).

She was an air hostess with TAA in 1980, worked in the hospitality industry in a marketing capacity and, in the 1990s, helped to promote export of semi-precious stones.

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.

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.

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 polities 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.

"I was conscious of a desire on CEDA's part to be more inclusive to senior women in business..."

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."

About CEDDA

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
Hoover (Australia) Pty Ltd

Mr L A Boulton
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
ILO

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
Ansett 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 Foletta
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 R A Irish
Chairman
Rothmans of Pall Mall

Mr R J Jelbart
Managing Director
Data Control

Mr K R Murdoch
Director
Mirror Newspaper Ltd

Mr Warren D'a Mcdonald
Chairman
Commonwealth Banking
Corporation

Mr I Mcdougall
Director
Mcdougall, Ireland Pty Ltd

Mr W P Nicholas
Executive Officer
Australian Woolgrowers'
and Graziers' Council

Mr E E Nuske
President
Wheat & Woolgrowers'
Association

Mr W A Park
General Manager
Queensland Trustees Ltd

Mr A W Knight
Commissioner
The Hydro Electric Commission

Mr J Kruttschnitt
Director
Mount Isa Mines Ltd

Mr E W Kyle
General Manager
Bradford Cotton Mills Ltd

Mr C E Letscher
Managing Director
Australian Oil Refining Pty Ltd

Professor R L Mathews
Professor of Commerce
University of Adelaide

Sir Maurice A Mawby CBE
Chairman
Conzinc Riotinto of Australia Ltd

Mr D H Merry
Chief Economist
Australia & New Zealand
Bank Limited

Sir Charles Moses
General Manager
Australia Broadcasting
Commission

Mr A G Moyes
Managing Director
IBM Australia Pty Ltd

Mr Dudley V Peck

Mr E O Pelling
Assistant Managing Director
Kraft Foods Limited

Mr L M Perrott Jr
Architect

Professor W A Prest
Professor of Economics
University of Melbourne

Mr R Pitman Hooper
Director
New Broken Hill
Consolidated Ltd

Mr W J Price
Assistant General Manager
State Electricity
Commission of Victoria

Mr B R Redpath
General Manager
Mayne Nickless Ltd

Sir Alexander Reid
Chancellor
University of Western Australia

Mr A Tyrer
Economist and Programming
Manager, Ford Motor Company
of Australia Pty Ltd

Mr H W Rowden
Managing Director
Felt & Textiles of Australia Ltd

Mr Saul Same
Managing Director
Glo-Weave Pty Ltd

Mr R C Shanahan
General Manager
Associated Securities Ltd

Mr P B Sinnott
Manager
English, Scottish &
Australian Bank Ltd

Mr J S Smith
Joint Managing Director
Personnel Administration Pty Ltd

Mr W D Sykes
Chairman and Managing
Director
Neon Signs (A'sia) Ltd

Sir Samuel Wadham
Emeritus Professor of
Agriculture
University of Melbourne

Mr F J Watt
Managing Director
Tozer, Kemsley & Milbourn
(A'sia) Pty Ltd

Mr G N P Watt
Director
Volkswagen (Aust) Pty Ltd

Mr F G Weller
Economist
The Shell Company
of Australia Ltd

Professor N R Wills
Professor of Business
Administration
University of New South Wales

CEDA current members* at November 2010

50 years

AMP

**Australia and New
Zealand Banking Group**

**Australian Broadcasting
Corporation**

**Commonwealth Bank
of Australia**

Glo-Weave Consolidated

Herald-Sun

Rio Tinto Australia

Shell Companies of Australia

Westpac Banking Corporation

Woolworths

40+ years

Alcoa of Australia

BHP Billiton

BHP Billiton – Mitsubishi
Alliance

ExxonMobil Australia

Macquarie Group

MLC

National Australia Bank

Nestlé Australia

Telstra

30+ years

BDO

BOC

British Consulate General

Caltex Australia

Deloitte

DLA Phillips Fox

Hastings Deering (Australia)

Hella Australia

Holden

Saul Same, CEDA's longest serving Trustee – from 1960 to today

as told by Mal Draeger

When Gloweave 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

Schaffer 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 AustraliaDepartment of Premier and
Cabinet (Queensland)

EnergyAustralia

Geddes Parker & Partners

GHD

Hansen Yuncken

IBISWorld 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 AuthorityChina 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

Enervision Australia

ENS International

Epworth Hospital

Financial Services Council

Flinders Ports

Folkestone

Freehills

Fujitsu Australia

Gadens Lawyers

Gilbert + Tobin

Griffith University

Hill and Knowlton
Public RelationsHong 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
AuthorityQueensland Investment
Corporation

Queensland Rail

Queensland Treasury
Corporation

RMIT University

RNH 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 Vinyls 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 Transportation 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
 CHIK 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
 Conductive
 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)	Elders Rural Services Australia	Hawker Britton	LandCorp
Department of Fisheries (WA)	ElectraNet	Health Partners	Lanier (Australia)
Department of Further Education, Employment, Science and Technology (SA)	Endeavour Foundation	Healthways Australia	Larpro
Department of Housing Local Government and Regional Services (NT)	Energiea	Heat Group	Lavan Legal
Department of Human Services (Victoria)	Energy Action	Henry Davis York	Leaders Institute of South Australia
Department of Planning (WA)	EPA Victoria	Herbert Geer	Leighton Contractors Pty
Department of Premier and Cabinet (NSW)	Equal Opportunity Commission	HHH International College	Leyshon
Department of Premier and Cabinet (Victoria)	Eraring Energy	High Commissioner for India	Linking Melbourne Authority
Department of Primary Industries (Victoria)	Ergon Energy	High Commissioner for South Africa	Litmus Group
Department of Primary Industries and Resources (SA)	Ernst & Young	High Commissioner of Malaysia	Liugong Machinery Australia
Department of Regional Development and Lands (WA)	ESRI Australia	Hilton on the Park Melbourne	Macarthur Coal
Department of Services, Technology and Administration (NSW)	Essential Services Commission	Hinton & Associates	Macmahon
Department of Sport and Recreation (WA)	ETSA Utilities	Honeycombes Property Group	Macquarie University
Department of State Development (WA)	Executive Dimensions	HSBC Bank Australia	Maddocks
Department of Sustainability and Environment (Victoria)	Export Finance and Insurance Corporation	Hudson	Main Roads, Western Australia
Department of Trade and Economic Development (SA)	FA Pidgeon & Son	Hunter Valley Research Foundation	Manpower Australia/ New Zealand
Department of Training and Workforce Development (WA)	Finlaysons	HWL Ebsworth Lawyers	Market U
Department of Transport (WA)	Finsia (Financial Services Institute of Australasia)	Hyatt Regency Perth	Marchment Hill Consulting
Department of Transport, Energy and Infrastructure (SA)	First Place International	Hyder Consulting	Marshall & Brougham
Department of Treasury and Finance (SA)	Flinders University	Hydro Tasmania	Masonic Homes Incorporated
Department of Water (WA)	Folk	Hyperbaric Consulting Solutions	Master Builders Australia
DORIC Group	Four Seasons Hotel Sydney	IBM Australia	McArthur River Mining
Downer EDI	Franklin Templeton International	Independent Market Operator	McConnell Dowell Corporation
East Perth Redevelopment Authority	FuturePlus Financial Services	Independent Pricing and Regulatory Tribunal	McGir
Edelman	Gartner Asia Pacific	Indigenous Campus	McGrathNicol
EFTPOS Payments Australia	GE	Insight Alliance	Medicines Australia
	Geodynamics	Insurance Council of Australia	Melbourne Community Foundation
	George Weston Foods	iVec	Mercuri Urval
	Gerard Daniels	Jackson McDonald	MetLife
	Gippsland Water	Jemena	mhm
	GlaxoSmithKline Australia	JM Management Services	Michael Johnson & Associates
	Golder Associates	Jon Michel Executive Search	Microsoft Australia
	Graduate School of Business, University of Wollongong	JTA Australia	Middletons
	Grose International	Kell & Rigby	Minerals Council of Australia
	Halden Burns	Kellogg Brown & Root	Morgan Wealth Management Group
	Hannah Piterman Consulting	KeyInvest	Morton Philips
	Hassell	Laing O'Rourke	

Mt Eliza Centre for Executive Education – Melbourne Business School	Plenary Group	South Australian Water Corporation	UniQuest
MTC Work Solutions	Pottinger	South East Water	United Energy Distribution
Murdoch University	PPB	Southern Cross Care (SA)	United Overseas Bank
MWH	Primary Sources	SP AusNet	United Water International
Myer Foundation	Professional Public Relations (PPR)	Springfield Land Corporation	Universities Australia
myState Financial Credit Union of Tasmania	Public Trustee of Queensland	St Vincent's Health Melbourne	University of New South Wales
National Competition Council	QER	Standards Australia	University of Queensland
National Pharmacies	Queensland Airports	State Services Authority	University of Southern Queensland
National Transport Commission	Queensland Country Credit Union	State Super	University of Technology Sydney
NEC Australia	Queensland Government	Stillwell Management Consultants	University of Western Australia
Nekon	Queensland Resources Council	Stockland	URS Asia-Pacific
New Zealand Trade and Enterprise	Queensland Treasury	Streamwise	URS Australia
Nextgen	RAA of SA	SunWater	Utilisoft
Northern Territory Treasury	Ranbury Management Group	Superannuation Funds Management Corporation of South Australia	Venture Capital Board
Nous Group	Randstad	Sustainability Victoria	Verity Capital Management
NSW Minerals Council	Regional Development Australia – Hunter	Sydney Airport Corporation	Verve Energy
Oakajee Port and Rail	Resurgence	Sydney Catchment Authority	VicForests
OAMPS	Rigby Cooke Lawyers	Sydney Harbour Foreshore Authority	VicRoads
Office of Clean Energy	Roads and Traffic Authority	Symantec Corporation	Victorian Auditor-General's Office
Oliver Wyman	Robert Bird Group	Synateq	Victorian Managed Insurance Authority
OnTalent	Rowland	Synergies Economic Consulting	VogelPercy
Oppeus	Royal Bank of Scotland	Telstra	Watermark Patent & Trade Mark Attorneys
Optamax	RPS	The Smith Family	Western Australia Police
Orange Business Services	RSM Bird Cameron	Thiess	Western Australian Treasury Corporation
Origin Energy	SACE Board of SA	Top People	Western Power
P J Slaughter Advisory Services	SageCo	Tourism Western Australia	WestNet Infrastructure Group
Pacific Hydro	SAHA International	Townsville City Council	Whyte & Coaches
Paladin Energy	Salvation Army – South Australian Division	Transend Networks	Windsal
Palladium Group	Sarah Group Holdings	Transfield Services	Woodside Energy
Paragon Project Management	Sciaccas Lawyers and Consultants	TransLink Transit Authority	WorkCover NSW
Parmelia Hilton Hotel	Scope (Vic)	Transport Ticketing Authority	WorleyParsons
Parramatta City Council	Securrency International	Treasury Corporation of Victoria	Xstrata Coal
Perpetual Private Wealth	Serco Australia	TressCox Lawyers	Xstrata Copper
Pharmaceutical Society of Australia	Service to Youth Council Inc	Trinity Funds Management	Yarra Trams
Pitt & Sherry	Shire of Roebourne	TVET Australia	Yooralla
PKF Accounting	Snowy Hydro	UGL	Yorta Yorta Nation Aboriginal Corporation

Boards and Councils

National Patron

Maurice Newman AC

National Chairman

Geoff Allen AM

Board of Governors

Dr Klaus Albrecht

Martin Albrecht AC

Geoff Allen AM

Tim Besley AC

Michael Chaney AO

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 Kraehe AO

John Langoulant AO

Catherine Livingstone AO

John Massey

Paul McClintock AO

Dr Stuart McGill

Andrew Mohl

David Mortimer AO

Dr Ken Moss AM

Sir Eric Neal AC

Maurice Newman AC

Sir Arvi Parbo AC

Professor David Penington AC

John Phillips AO

Dr Kerry Schott

Dr John Schubert

Dr Ziggy Switkowski

Richard Warburton AO

Peter Wills AC

Board of Directors

Geoff Allen AM
National Chairman, CEDA
Founder and Director, The
Allen Consulting Group

Dr Rufus Black
Master, Ormond College,
University of Melbourne

Ian Ferres
Consultant, TressCox Lawyers

Peter Fitzgerald
Acting Chief Executive, CEDA

Anne Howe
Chief Executive, South
Australian Water Corporation

Adrian Kloeden
Chairman, Serco
Australia Pty Ltd

Doug McTaggart
CEO, Queensland
Investment Corporation

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

Research and Policy Council

Phil Ruthven (Chair)
Chairman, IBISWorld

Percy Allan AM
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 Hemstrich
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

Queensland

Sally Pitkin (Chair)
Consultant, Clayton Utz

Annabelle Chaplain
Director, Downer EDI

Mark Gray
Executive Director, BDO

Neil Hatherly
Managing Director,
RNH Consulting

Peter Honeycombe
Managing Director,
Honeycombes Property Group

Paul Lindstrom
Managing Partner,
PricewaterhouseCoopers

Dr Doug McTaggart
CEO, QIC Queensland
Investment Corporation

Dr Suzanne Rickard
Acting State Director,
CEDA

Jan Taylor
Principal, JTA Australia

Alan Tesch
Associate Director-General,
Department of Transport
and Main Roads

Professor Kenneth Wiltshire AO
JD Story Professor of
Public Administration, The
University of Queensland

South Australia

Anne Howe (State President)
CEO, South Australian
Water Corporation

**Greg Tunny (Deputy State
President)**
CEO, Leed Construction

Professor Michael Barber
Vice Chancellor,
Flinders University

Mark Butcher
Managing Partner SA,
Ernst & Young

Hamilton Calder
State Director, CEDA

Jeffery Clayton
Director, Clayton Management

Julia Davison
CEO, WorkCover Corporation

Richard Hockney
State Manager, Westpac

Nigel McBride
Managing Partner,
Adelaide, Minter Ellison

Tom Phillips AM
CEO, South Australian Training
and Skill Commission

Guy Roberts
Managing Director and CEO,
Penrice Soda Products

Roger Sexton
Chairman, Beston Pacific Group

Ian Stirling
CEO, ElectraNet

Peter Vaughan
CEO, Business SA

Victoria/Tasmania

Dr Ron Ben-David
Chairperson, Essential
Services Commission

Dennis Cliche
Managing Director,
ConnectEast Pty Ltd

Dr Tim Duncan
Director, Hinton & Associates

Ian Ferres
Consultant, TressCox Lawyers

Chris Gardner
Partner, Freehills

John Gillett
Senior Vice President,
URS Australia Pty Ltd

Adrian Kloeden
Chairman, Serco
Australia Pty Ltd

Heather Le Roy
General Manager Victoria,
The Smith Family

David Loutit
Managing Director, Blueprint
for Growth Pty Ltd

Diana Percy
Director, Vogel Percy
& Co Pty Ltd

Dr Deborah Peterson
Deputy Secretary, Policy
& Strategy, Department
of Primary Industries

Liz Ritchie
Acting State Director,
CEDA

Stephen Spargo
Partner, Allens Arthur Robinson

Greg Turnidge
Director and CEO,
Close the Loop

Western Australia

John Poulsen (Chair)
Managing Partner, Minter Ellison

Hamilton Calder
Acting State Director, CEDA

Virginia Christie
Senior Representative WA,
Reserve Bank of Australia

Ian Fletcher
Vice President External
Affairs, BHP Billiton Iron Ore

Professor Tracey Horton
Dean, Business School,
The University of
Western Australia

Eve Howell
Executive Vice President,
North West Shelf Venture,
Woodside Petroleum

Alan Langford
Chief Economist, BankWest

John Langoulant AO
CEO, Oakahee Port and Rail

Professor Alison Preston
Director, Curtin Graduate
School of Business

Ian Satchwell
Director, ACIL Tasman

Tim Shanahan
Director, Energy and Minerals
Initiative, The University
of Western Australia

Deidre Willmott
Group Manager Strategy
and Government Relations,
Fortescue Metals Group

ACT State President

Professor Andrew MacIntyre
Dean of the College of Asia
and the Pacific, Australian
National University

CEDA Presidents

GS LeCouter	1969–73
DH Merry	1974–80
John Utz	1981–88
Walter Uhlenbruch	1989, 1995–98
Robert Johnston	1990–94
John Harkness	1999–2002

CEDA Chairmen of the Executive Committee/Board of Directors

Sir Douglas Copland	1960–1965
DH Merry	1966–72
AC Goode	1973–76
NEM Winckle	1977–79
RL Baillieu	1980–85
MA (Tim) Besley	1986
LCG Moyle	1987–91
Walter Uhlenbruch	1992–94
Laurie Wilson	1995–96
Bruce Kean	1997–2002
Ivan Deveson	2002–2008
Geoff Allen	2008–

CEDA Chief Executives

Peter Grey	1965–95
Dr John Nieuwenhuysen	1996–2002
David Edwards	2003–05
Catherine Baldwin	2006
David Byers	2007–10

CEDA Leadership Team

Peter Fitzgerald
Acting Chief Executive

Damian Kelly
Finance Director

Hamilton Calder
State Director, South Australia
Acting State Director, Western Australia
National Membership Director

Steven Liu
National Events Director

Dr Michael Porter
Research and Policy Director

Dr Suzanne Rickard
State Director, New South Wales and the ACT
Acting State Director, Queensland

Liz Ritchie
Acting State Director, Victoria and Tasmania

Eliza Spring
Marketing Manager

CEDA Research Fellow

Professor Ian Marsh

International Counterparts Network

China Institute for Reform and Development (China)

Centre for Finnish Business and Policy Studies (Finland)

Institut de L'Entreprise (France)

Institut der Deutschen Wirtschaft Köln (Germany)

Keizai Doyukai (Japan)

Consejo Empresario de América Latina (Latin America)

Forum de Administradores de Empresas (Portugal)

National Business Initiative (South Africa)

Círculo de Empresarios (Spain)

SMO Society and Enterprise Foundation (The Netherlands)

Committee for Economic Development (United States)

.....

The ageing, archived publications in the CEDA library – which date back to the early 1960s – tell stories well beyond the words inside the covers. M series, P series, Growth series, Occasional papers, Information papers. The printing technology may have been basic, but the content was as sharp and effective as it is today.

.....

CEDA publications

Since 1960 CEDA has produced more than 3000 publications, research reports and articles.

Subjects range from a strong and consistent focus on immigration and emigration, South East Asia, tax, infrastructure and labour relations, to more unusual topics such as the challenges of communicating the benefits of privatisation, the first 50 days of Bill Clinton's presidency, and the philosophy of Japanese tourism.

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
- CEDA's first book in 1967, *Wages and Productivity*, by Professor Joe Isaac
- 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 Ian Marsh's work on the development and role of think-tanks, published in 1980, 1991 and 1995
- Professor John Nieuwenhuysen 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
Financing Water Resource Development	1969
Some Aspects of Australia's Two Airline Policy	1972
Fiscal Federalism: Some Problems and Options	1975
Uranium	1976
A Critical Appraisal of Australia's Foreign Exchange Arrangements	1980
The Scope for Privatisation in Australia	1986
Reserve Bank Independence and All That	1990
Australia's Ageing Population: How are we Preparing? . . .	1991
The Environmental Challenge	1991
India: What You Need to Know.	1993

The long-running Growth series began in 1961 as a periodical focused on Australia's economic development; by the 1980s it changed to a collection of papers on a single issue – a format that remains today.

The P (Policy) and M (Monograph) series date back to the 1960s, addressing specific aspects of economic and public policy here and overseas.

Information papers, which began in the 1970s, continue to be CEDA's format for addressing specific and more technical policy issues.

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.

CEDA Bulletin 1974–2001

Australian Chief Executive Magazine 2002–2008

Economic and Political Overview 1982–2010

Growth series

Growth Series 1–30: Review of Economic Development . . . 1961–1981

Growth Report 31: Inflation and Unemployment 1982

Growth Report 32: Resources Development and the Australian Economy 1983

Growth Report 33: Wage Determination and the Market 1984

Growth Report 34: Taxation Reform 1987

Growth Report 35: Protection, Industry Policy and Economic Growth 1988

Growth Report 36: The Economics of Health Care 1989

Growth Report 37: Wage Determination in Australia 1990

Growth Report 38: Australia's Foreign Debt 1991

Growth Report 39: The Costs and Benefits of Immigration 1992

Growth Report 40: International Perspectives on the Environment . 1992

Growth Report 41: A Goods and Services Tax – Boon or Bane for Australia? 1994

Growth Report 42: Housing the Nation 1995

Growth Report 43: As the Rich Get Richer – Changes in Income Distribution in Australia 1996

Growth Report 44: Implementing the Hilmer Competition Reforms 1997

Growth Report 45: Australia's Emerging Industries 1998

Growth Report 46: Federation into the Future – Government in the Global Era 1999

Growth Report 47: Immigration and Multiculturalism – Global Perspectives 2000

Growth Report 48: Reshaping Australian Social Policy – Changes in Work, Welfare and Families 2001

Growth Report 49: Future Directions in Australian Social Policy – New ways of Preventing Risk 2002

Growth Report 50: Privatisation – A Review of the Australian Experience 2004

Growth Report 51: Australia's Ageing Population 2004

Growth Report 52: Water and the Australian Economy 2004

Growth Report 53: Innovating Australia 2005

Growth Report 54: Infrastructure – Getting on with the Job 2005

Growth Report 55: China in Australia's Future 2005

Growth Report 56: Lifelong Learning 2006

Growth Report 57: The Business of Defence – Sustaining Capability 2006

Growth Report 58: Competing from Australia 2007

Growth Report 59: Climate Change – Getting it Right 2008

Growth Report 60: Australia's Broadband Future – Four Doors to Greater Competition 2009

Growth Report 61: A Taxing Issue – Climate Policy Beyond Copenhagen 2009

Information papers

The Second National Conference of Labour Economists 1978

Private Enterprise in a Changing World 1978

The Implications of Technological Change 1979

Home Building for the '80s 1980

Development in Business Representation, Research and Educational Services in the United States 1980

Aboriginal Land Rights and Industry 1980

The Taxation of Corporate Income 1981

Tax Growth in Australia: Why, How, and So What? 1981

Looking Forward: Key Issues Confronting Business and Society in the Years Ahead 1981

Superannuation: At What Cost? 1981

The Campbell Process: An Appraisal 1982

Immigration: The Crunch Issues for Australia 1983

The Developing High Technology Enterprises for Australia 1984

Western Australia's Farm Property Boom: Measuring the Incentive to Invest 1984

Positive and Negative Income-Based Taxes in Australia 1984

Effects of Alternative Migration Strategies on Government Expenditure 1984

Economic Policy Research in Australia 1984

The 1984 Constitutional Referendum 1984

Managers' Perceptions of the Migrant Worker 1984

Working Hours in Australia 1984

Industrial Relations: The Agenda for Reform 1985

Industry Policy and Economic Growth 1985

The Australian Labour Market from an American Perspective 1986

American Depositary Receipts 1986

Labour Market Deregulation 1986

The Scope for Privatisation in Australia 1986

Australia and Southeast Asia: The Crossroads 1986

Dividend Imputation 1986

The Prices Surveillance Authority 1987

Economic Policy Issues for Australia 1987

Manufacturing Investment 1987

FBT and the Way We Pay 1988

Superannuation and the Self-Employed 1988

Commodity Prices and their Futures 1988

Australia 1988: State of the Nation 1988

Banking and Finance in Post 1992 Europe 1989

Winning Investment: Can Australia Compete? 1989

Tax Escalation Revisited 1989

The Challenge of Change 1990

Reserve Bank Independence and All That 1990

President's Speech 1989 1990

The Next Ten Years: Can Australia meet the Challenge? 1990

Economic Development of Australia 1990

A Comparative View of European and Australian Tourism 1990

Tax Reform in Australia: A Business Perspective on Problems, Progress and Prospects 1990

The Economic Implications of the Gulf Crisis for Western Australia	1990	Challenges to National Identity and Citizenship	1999
Overview of the 11th Annual Joint Committees Conference	1991	The Impact of Trade Liberalisation on Labour Markets in the Asia Pacific Region	2000
Environmental Protection: Some Random Perceptions	1991	Science and Technology Policies in Asia-Pacific Economies	2000
Future Directions for Australia	1991	Gold Coast Region Report	2000
Bridging the Gap Between Education and Work	1991	The Garment Industry in the Asia-Pacific: Issues Facing Australia, Indonesia and Malaysia	2000
Economic Reform Through Total Quality Management: An Australian Perspective	1991	Wide Bay-Burnett Region Report Future Growth and Economic Opportunities	2000
Globalisation and Australian Think Tanks: An Evaluation of their Role and Contribution to Governance	1991	Fostering Linkages in Innovation Systems: Japanese and Australian Models	2000
New Stage of the Global Economy: Roles of the Private Sector	1992	Creating Growth: Challenges Facing the Sunshine Coast	2001
Is There an Alternative Economic Policy?	1992	Skilled Migration: The Rise of Temporary Migration and its Policy Implications	2001
The Significance of the 1992 United Nations Conference on Environment and Development for Australia	1992	Emigration from Australia: Economic Implications	2001
Has Australia Taken its Eye off the Japanese Ball?	1992	Explaining the Anti-Globalisation Movement	2001
A National Power Grid	1992	Beyond the Boundaries: The Contribution of Regions to Queensland's Economic Development	2003
Australia in Asia: Whither?	1992	Australia's Diaspora: Its Size, Nature and Policy Implications	2003
A Long Term Economic Strategy for Australia, Volumes 1–10	1992	Sustainable Development	2004
Australia: A Part of Asia?	1993	Transitions in Australian Labour Markets: Initial Perspectives	2005
The Inconspicuous Face of Japanese Business in Australia	1993	The Effectiveness of Management Development in Australia	2005
India: What You Need to Know	1993	Tax Cuts for Growth	2006
Towards Aboriginal Self-Government	1993	Tax Cuts to Compete	2006
From Education to Employment in a Global and Competitive Economy	1994	The Local Broadband Imperative	2006
Australia and Globalisation	1995	Sustainable Queensland, Volumes 1–3	2007
The Development and Impact of Australia's Think Tanks	1995		
An Assessment of Current Superannuation Arrangements	1996	Monograph Series	
Short-Termism in Investment: Is it a Problem?	1996	World Food Supplies, World Development and Trade	1961
Regulatory Impediments to Business Efficiency	1996	Housing Trends and Economic Growth	1961
Reform of Australia's Taxation System	1996	Australian Trade with Asia	1962
Exploiting the Benefits of Workgroup Computing	1996	Prospects of an Australia–New Zealand Economic Union	1962
National Competition Policy: A Queensland Perspective	1996	Rising Prices in Australia	1962
Private Health Insurance: Industry Commission Draft Paper	1997	The Future of Australian Manufacturing Industry	1962
Taxation Reform: An Overview of the Queensland Tax Summit	1997	The Philippines: Australia's Neighbour	1965
Completing CER	1997	Economic Development of Malaysia	1966
Driving Australia's Growth	1997	Characteristics of Thailand's Economic Development and Future Problems	1966
Pacific Highway: The Future of the Nation	1998	South East Asia's Economic Development and Japan	1966
Australia and Asia	1998	Internationalization of the Australian Economy	1967
Darling Downs Regional Report	1998	Pacific Region International Conference for Economic Development	1967
Policy for Australia's Industrial Future	1998	The Conditions Concerning Economic Growth in Taiwan	1967
Diversity and Dollars: Productive Diversity in Australian Business and Industry	1998	Malaysia	1967
Government for the 21st Century	1999	The Philippines Republic: Supplementary Papers	1967
Infrastructure and Economic Development	1999	Social and Political Realities of Protective Tariffs	1967
Privatisation: Efficiency or Fallacy?	1999	The Future of Australia's Export Trade	1967
Welfare Services and the Private Sector	1999	Report on Wool Marketing in New Zealand	1967
Temporary Business Entry to Australia	1999	Economic Evaluation of Regional Development Schemes: A Study in Cost/Benefit Analysis	1969
The Job Network: Is it Working?	1999	Financing Water Resource Development	1969
The Importance of Mining Services to the Western Australian Economy	1999	Institutional Problems of the Foreign Investor	1969
The Costs of Superannuation Surcharge	1999	International Commercial Arbitration	1969
The Mackay Bowen Whitsunday Regional Economic Overview	1999		

The Contribution of the Base Metals Industry to Australian Economic Growth	1970	Purchasing Power Parity and Determination of Exchange Rate Expectations in Australia	1982
The Impact of Colour Television in Australia	1970	Dividend Reinvestment Plans	1982
British Entry into the ECC, Australia's Trade and Trade with Japan	1970	The Reform of the Commonwealth Government Sales Tax	1982
Australia's Trade with West Germany: Exports, Imports and the Balance of Trade	1970	Aboriginal Unemployment in Australia	1983
Towards Rural Restructuring	1970	The Distribution of Wealth and the Case for Annual Net Worth Taxation	1983
Towards a New Era in Australian Rail Transport	1970	What is the Problem of Small Business?	1984
Australia–Japan Trade in Primary Minerals and Metals: A Review	1971	Aboriginals and the Mining Industry	1984
Finance Reform in West Germany: Its Nature and Impact	1971	Equal Work Opportunity in Australia: Anti-Discrimination Laws and the Wider Issues	1984
Prospects for the Export of Australian Farm Products	1972	The Australian Economy	1984
Some Aspects of Australia's Two Airline Policy	1972	Are Indirect Taxes More Regressive Than Others?	1985
Non-Farm Inventory Investment in Australia: 1950–1970	1973	Australian Overseas Aid	1985
An Appraisal of the Australian Personal Income Tax: 1954–1970	1973	Closer Economic Relations	1985
Investment in South and East Asia	1973	Australian Motor Vehicle Emissions Policy 1970–96: A Case of Non-Market Failure	1985
The Growth of Public Services in Australia	1973	Australian Motor Vehicle Emissions Policy: A Costly Mistake	1985
The Control of Inflation	1974	Looking Forward	1986
International Relations: A Study	1975	Exploiting Opportunities in the Pacific Basin	1986
The Changing Relationship: The Australian Government and The Mining Industry	1975	Australia's Foreign Debt: Causes and Consequences	1987
Government Regulation and the Commercial Electronic Media	1976	Industrializing Australia	1987
The Australian Shippers' Council	1976	Industry Assistance Reform and the Labour Market: The New Zealand Experience	1987
The Social Responsibility of Corporations	1976	Industrial Relations Reform	1988
Threats to Private Enterprise in Australia Through Increased Government Intervention	1976	Economic Policy in Australia 1983–1988	1989
The Motor Vehicle and Component Industry	1977	Australian Economic Growth	1989
An Economic Appraisal of Australian Port Administration	1977	Innovation in Companies: Survey of Western Australian Listed Companies	1989
The Agricultural Sector in the Australian Economy	1977	The Importance of Regional Development in Australia	1990
Government Regulation and the Printed Media Industry	1977	An Economic Growth Strategy for South Australia	1990
Hedging Against Inflation	1977	The Origins and Operations of State Financial Corporations in Australia	1990
A Value Added Tax for Australia	1977	Tourism in Queensland	1991
A Natural Gas Policy for Australia	1978	Western Australia: Into the 21st Century	1991
Inflation, Personal Income Taxation and the Distribution of Income	1978	The Future of CER	1991
The Australian Capital Market: Pressures for Change	1978	Corporate Reaction to the Regulation of Accounting for Goodwill	1991
Executive Interchange Between Business and the Commonwealth Public Service	1979	The Bankers	1991
Dollars for Minerals and Energy	1979	A Long Term Economic Strategy for Australia	1992
Changes in Australia's Financial Structure	1979	The Overseas Chinese Entrepreneurs in East Asia	1993
A Critical Appraisal of Australia's Foreign Exchange Arrangements 1960–78	1980	Crisis in the World Trading System	1993
An Australian Think Tank?	1980		
Economic Efficiency and the Regulation of Air Transport	1980	P Series	
Structural Imbalance in the Australian Labour Market	1980	Australia's Export Potential	1964
Coastal Transport in Australia	1981	The Role of Public Investment in Australia	1961
The Accountancy Profession: Supply, Demand, Pricing and Manpower Planning	1981	Australia's Population Structure and Growth	1965
Exchange Rate Management in Theory and Practice	1982	Aspects of Tariff Policy and Procedures	1967
Electricity Pricing: Principles and an Application to the Queensland Price Equalization Scheme	1982	Non-Tariff Distortions of Trade	1969
		The Wool Industry	1969
		South East Asia Development Assistance	1970
		Australia's Export Potential: The 1970s	1970
		Metal Industries and Trade between Australia and Japan	1971

The Minerals Industry in Australia	1972	An Appraisal of The Coombs Royal Commission Report on Australian Government Administration	1976
Taxation and the Individual: A Policy for the Seventies	1972	Japan	1977
Indonesia: The Effect of Past Policies and President Suharto's Plans for the Future	1973	Sweden	1977
Tourism in Australia	1974	The Federal Republic of Germany	1978
Fiscal Federalism: Some Problems and Options	1975	Foreign Enterprise in Developing Countries	1981
International Economic Consequences of High-Priced Energy	1975	Youth Unemployment	1984
Planning and Managing Metropolitan Development and Land Supply	1976	Australian Motor Vehicles and Parts	1986
Energy in Australia 1977–2000	1977		
The Effects of Payroll Tax on the Australian Economy	1979	Supplementary Papers	
Taxation	1979	US Investment in Australia	1967
The Economics of Personal Tax Escalation in Australia	1985	Wages and Productivity	1967
Control, Consensus or Chaos?	1985	The Cost and Benefits of Overseas Investment in Australia	1967
Problems and Progress	1985	Discussions with an Industrial Mission from the International Management Association of Japan	1968
The Economic Effects of Immigration on Australia	1987	Trends in the Australian Economy	1968
Privatisation	1987	The Place of the Budget as the Major Weapon of Economic Policy	1968
The Hiring Experiences of Large Employers in Western Australia	1987	The Philosophy and Motivation of Investment of Multi-National Corporations in the Development of Australian Natural Resources	1968
The Commercial Bill Market in Australia	1987	The Australian Arbitration System: Its Concept and Operation	1968
Australia Can Compete	1988	Report on Cologne Conference: Non-Tariff Barriers to Trade	1968
Labour Management Relations in Australia and Japan	1989	Background Notes for the French Economic Mission to Australia	1968
Encouraging Direct Investment Between Australia and Japan	1990	Defence Spending and Economic Growth	1969
The Environmental Challenge	1991	Australian Trade Prospects in South East Asia	1969
Governing in the 1990s	1993	The Australian Protection System	1969
An Australia That Works: A Vision for the Future	1993	The Future of Australian–British Trade and Investment Relations	1969
Australian Business in the Asia Pacific Region	1994	Economic Growth: A Multiple Responsibility	1969
The CEDA Road Back to Full Employment	1994	Immigration and Australia's Future	1969
Governance and Economic Efficiency	1994	Southeast Asian Development Assistance: Report on New York Conference	1969
Financial Deregulation	1995	Overseas Investment in Australia: Capital Inflow Guidelines	1970
The Australian Economy: Recent Performance and Future Challenges	1995	Our Immediate Problems	1970
		Economic Growth in Japan: A Review	1970
Occasional Papers		Minerals in the Australian Economy	1971
Indonesian–Australian Business Co-Operation	1968	The Place of Economic Theory in the Arbitration System	1971
Re-organizing CEDA	1969	Defence Spending and the Economy	1971
Current Trends in Malaysia	1969	Structural Adjustments in the Rural Economy	1971
Southeast Asian Development Assistance	1969	Foreign Investment in Indonesia	1971
Malaysian Economic Growth	1969	A Review of Rail Passenger Policies in Australia	1971
Indonesia Plans for the Future	1970	The Changing Role of Business in the Modern World	1972
Indonesia	1970	Wage/Price Policies (Summary of Forum)	1972
Republic of Korea (South Korea)	1970	Business Organisation in the Context of Economic Development in South East Asia	1975
The Australian Economy Swedish Planning for the Future	1971	Crude Oil Pricing Policy – Australia	1975
Background Notes for Discussions with Industrial Team from the International Management Association of Japan (IMAJ)	1971	Pricing Policy in Government Factories	1975
Towards Multilateral Payments in COMECON Foreign Trade	1971	Industrial Relations: Worker Participation in Management	1975
Housing Finance and the Role of Permanent Building Societies	1971	The Mathews Report: An Appraisal	1976
Productivity I	1971	The Asprey Report: An Appraisal	1976
Productivity II	1971	Back to Black Coal?	1976
Sabah: A General Review	1971	Uranium	1976
Australia–New Zealand Economic Relations	1972	Brown Coal	1976
Milton Friedman Speaks to CEDA	1975		

The Export Potential of Manufacturing Industry	1976
Results of the Attitudinal Questionnaire	1976
The First National Private Enterprise Convention.	1976
Oil in Australia	1976
Energy Sources for the Future.	1976
Small Business Enterprises.	1977
Resources Rent Taxes	1979
Minerals and Metals in the Australian Economy (Reprint	

Joint Publications

Broadcasting and Cable Television.	1975
An Identification of Crucial Issues Facing Tomorrow	1980
The Accord: 18 Months Later and Australia's Competitiveness in the World and Domestic Markets.	1984
Future of the Accord and Economic Policy Mix	1986
CEDA Joint Committees Meeting, Canberra 1987	1987
Australia in the Global Era – Critical Economic Policy Directions . .	1989
1990 Joint Committees Conference	1990
1991 Joint Committees Conference	1991
CEDA's 15th Annual Joint Committees Conference.	1994

Strategic Issues Forum

Australian Trade and the Pacific Basin Outlook.	1985
Education for Development.	1985
The Education Scene in Australia: Some Background Facts.	1985
Education for Development	1985
Relations between Business and Government and Trade Unions . .	1985
Economic Growth: Issues for Australia	1985
Exploiting Opportunities in the Pacific Basin	1986
Unemployment.	1986
Labour Market De-Regulation	1986
Expenditure Management.	1986
De-Regulation and Privatisation: A Case Study of Communications	1986
The Role of the State and Individual Responsibility	1986
Directions for Industrial Policy.	1987
Directions for Internationalizing the Australian Economy	1987
Burdens and Benefits of Regulation.	1988
How has Business Handled Second-Tier Wage Negotiations?	1988
The Restructuring of Australia	1988
How has Australian Business Handled the October 1987 Stock Market Crash?	1988
Transport in Australia	1989
Education: Tomorrow – and Beyond	1989
Science and Industrial Research	1989
Transforming Industrial Relations in New South Wales	1989
Transport: The Way Ahead	1990
Economic Development and the Environment.	1990
Transport: A View from New South Wales.	1990
Australia's Ageing Population: How are we Preparing?	1991
Environment Protection	1992
Superannuation and Retirement Incomes.	1992

Commercialising Research and Development.	1992
Microeconomic Reform and Business Efficiency.	1992
A Perspective on Broad Directions for Manufacturing Industry Policy in Australia.	1993
Strategies for Venturing in Asia.	1993
A Plan for Health Policy Reform.	1993
The Future of World Trade: Opportunities for Australia.	1994
Olympics 2000: Realising Economic and Political Opportunities . .	1995
Training for a Skilled Workforce: A Review of the National Training Reform Agenda	1995
Enhancing Australia's Competitiveness: The Impact of Government Regulations.	1996
CEDA Hypothetical: Corporate Morality and Ethics	
Privatising Public Utilities	
Economic Reform in Australia	
Multinational Companies and the Balance of Trade	
Transport Reform: Still Something of A Curate's Egg	

An Australia That Works Project

A Long Term Economic Strategy for Australia	
Going for Growth: Priorities, Choices and Trade Offs	1992
An Australia that Works: A National Vision for Australia	1992
Becoming the Best.	1992
Australia and North America: Friends or Foes?	1992
Growth and the Quality of Life.	1992
Forging a Partnership Between Labour and Management	1992
Growth – Where From?	1992
Australia-Japan: Maturity of the Relationship	1992
Australian Industrial Relations Project	
The Changing Face of Australian Industrial Relations	1997
The Spread of Enterprise Bargaining Under Labor	1998
The Changing Role of Trade Unions in Australian Workplace Industrial Relations.	1998
The Impact of Enterprise Agreements: Evidence from the AWIRS . .	1998
The Changing Nature of Employment Agreements	1998
Enterprise Bargaining Under Labor	1998
1998 Workplace Management Survey: Statistical Summary	1998
The Role and Significance of Individual Agreements in Australian Industrial Relations.	1999
The Changing Nature of Bargaining Structures and the Consequences for Management and Trade Unions.	1999
Individual Agreement-Making	1999
Changing Bargaining Structures	1999
The Future of Australian Industrial Relations.	1999
The Transformation of Australian Industrial Relations	2000

Business Intelligence Reports

Nihon Keizai Shimbun Feature on Australia: Downgraded Again! . .	1991
Managing Fast Change.	1991
Australia: In or Out of New Asian Trade Groups?	1991
CEDA Delegation Attends International Affiliates Meeting in Tokyo .	1991
The New World Order.	1992

The Nikkei's View of the World Around US	1992	Flows in the Unemployment Pool	1991
Hong Kong and Singapore: Balanced Competition	1992	New Synthetics Improve Corporate Finance	1992
USA Political and Economic Outlook	1992	Over-Award Pay in Australia	1992
New York Conference	1992	The Rise and Rise of Manufactured Exports	1992
The Other Side of the Japan-Bashing Coin	1992	Fourth Phase of Recovery in 1994?	1994
The Philosophy of Japanese Tourism	1992	CEDA Seminar on Restoring Full Employment	1994
Capturing Opportunities in Asian Food Markets	1992	The Exchange Rate and Australia's Competitiveness	1994
China on the Capitalist Stage	1992	The Shelf Life of Upswings	1994
Korea's Path to the Future	1992	Vision Asia: Growth Through Regional Co-Operation and Interaction	1994
Information Flows: Japanese-Style	1992	The Top 40 Goods Exports	1994
Whither Australia?	1993	The Year of the Squirrel	1995
A Drop of Good News	1993	The Ascent of the Aussie	1996
Clinton: The First 50 Days	1993	The Budget and the Business Wishlist	1996
A Yen for the Yen	1993	The Economic Outlook Continued – Expansion Assured: But is it Enough?	1997
Hidden Side of the Resurgent Dragon	1993	Australian and US Financial Markets	1997
Hitting the Target	1993	Taxation Reform Priorities	1998
Doing Business in China	1993	Workplace Relations and the Waterfront	1998
Engineering Success in Asia	1993	The Asian Financial Turmoil	1998
Architects to Asia	1994	The Other Crisis	1998
A Powerful Message from Australia's Youth	1994	International Financial Reform	1999
Second Chinese Listing on ASX Confirms Emerging Trend	1994	Perth Welcomes the Challenges of the Next Millennium	1999
Pacific Russia – A Market Worth the Effort	1995		
Rapid Growth: Service Exports to Asia	1995	Conference papers and reports	
Effective Business Linkages	1995	Address by Bill Hayden MP, Leader of the Opposition	1982
Long-Term Strategy for Asia	1995	South-East Asia and the Pacific Basin	1967
Massive Australian Investment Overseas	1996	Industrial Relations	1975
Analysis and Forecasts on Key Issues Shaping the Australian Business Environment	1989–1994	Budget Options for the 1980s	1979
		Industrial Relations: Is There a Light at the End of the Tunnel?	1981
Political and Economic Newsletters		An Evening with Milton Friedman	1981
Economic Comment	1986	A Labor Administration: Anticipating Policies and Approaches	1982
Constitutional and Tax Reform: A Basic Need	1986	Australia and the Problem of Competitiveness	1982
The Opponents of Rational Economic Change	1987	Concerted Action: The Issues and International Experience	1983
The Fiji Shock	1987	The Emerging Political Agenda	1983
Australia Reconstructed	1987	Jobs in the 1990s: How Serious is the Gap?	1983
The Micro Years	1988	Sunrise Industries: What are They? What Prospects in Australia?	1983
Is Australia off the Argentine Road?	1988	Business–Government Relations in a New Setting	1984
Whatever Happened to Microeconomic Reform?	1988	1984 Presidential Election: Its Economic and Political Implications	1984
Ideas in a Small Pond	1988	The Campbell Report, The Martin Report: What Now?	1984
Japan, Trade Balances and Growth Engines	1989	Demographic Consequences of Immigration	1984
Business Think-Tanks: Yes, Please	1989	The Deregulation of the Australian Money Market: The Winners and the Losers?	1984
Attitudinal Factors as Economic Constraints	1989	The Changing Finance Industry: Where is it going?	1984
Level Playing Field?	1989	The Changing Securities Industry	1984
European Restructuring: An Opportunity for Australians?	1990	The Changing Face of the Payments System	1984
Federalism and Economic Development in Australia	1990	The Future for Finance Companies	1984
Industry Policy and the AMC and Garnaut Reports	1990	The Investment Management Services and Financial Advice Industry	1985
Towards Mature Consensus	1990	Deregulating Australia: Government Promises and Government Action	1986
Public Infrastructure Spending in the 1990s?	1991	Budget Briefing	1988
The Future of Enterprise Bargaining	1991		
AAA and All That	1991		

Learning from Abroad: The Need to Reduce Internal and External Growth Barriers	1988
Privatisation: The marketing task	1989
The Pacific Era: Your Future?	1989
The Opportunity of Japan in an Era of Structural Change	1989
Sectoral and Regional Growth in the Pacific	1989
The Pacific Region and Europe, Post 1992	1989
The Pacific Future: Are Sovereignty and Democracy Compatible?	1989
Perceptions of the Pacific's Future: Partners of Opponents?	1989
The Pacific: A View from Japan	1989
Towards Freer Trade Between Nations	1989
Hong Kong Towards 1997	1989
Australia's Response to Global Competition	1989
Developing A National Industry Strategy for Australia	1990
Globalisation	1990
Environment Protection: A Global Business Challenge	1990
Making WorkCare Work	1991
Windows of Opportunity	1991
CEDA Satellite Budget Night Dinner	1991
The State of Health	1992
Queensland: The Dynamics of Faster Growth	1992
Going All the Way: Privatisation in the 1990s	1993
Quality Management and its Relationship to Workplace Health and Safety	1993
The Dynamics of Growing South East Queensland	1993
The Vision for the Future	1993
The Future of Finance	1994
South Africa's Prospects for Constitutional Democracy	1994
Opportunities in Telecommunications	1994
Queensland, the Growth State: 1994 Update	1994
North Queensland – The Engine Room for Development and Economic Growth	1994
The Coast: Golden Opportunities for the Future – the Regional Challenge	1995
Setting the Scene for Sustainable Economic Growth in Queensland into the 21st Century	1995
Windows to the North: The Continuing Development	1995
APEC and Australian Business: Evaluating the Opportunities Targeting Impediments to Trade	1996
Ageing and Health Care Costs: A Real Health Care Crisis in the Making	1996
Future Directions for the Multilateral Trading System	1996
State of the Nation Annual Canberra Conference 1999	1999
Riding the Roller-Coaster	2001
Better Housing Futures	2004
Australia's Long-Term Challenges	2004
From Risk to Opportunity: Labour Markets in Transition	2004
Pathfinders of South Australia	2004

Miscellaneous publications

South East Asian Trade and Aid Project	1963
The Roles of Public Investment in Australia	1961
Low-Cost Housing and the Migrant Population	1963
CEDA Presentation to the Campbell Committee of Inquiry into the Australian Financial System	1979
CEDA: Its Philosophies and Objectives	1979
Developments in Business Representation, Research and Educational Services in the United States	1980
CEDA's Future Direction	1982
CEDA: The Next Step	1983
CEDA: The Next Step[Updated Version]	1983
America and Australia: Some (Taxing) Comparisons	1984
The International Connection: Implications for CEDA	1985
The Bridge	1991
America in the New Global Economy: A Rallier of Nations	1992
Reform of Chinese Trade Policy: Implications for Australia	1993
Reforming the Wholesale Sales Tax: An Exploration of Distributional Considerations in Optimal Tax Theory	1994
An Australia that Works: A Long Term Economic Strategy for Australia	1994
Building Bridges	1995
Benchmarking Australia's Economic Performance	1995
Western Australia Points of Policy: Mining and Related Services, Papers 1 and 2	1995
Ronald Frank Henderson 1917–1994	1997
Japanese Trading Companies	1997
Western Australia Points of Policy: Tourism and Related Services	1997
The Contours of Restructuring and Downsizing in Australia	1999
Tax Reform: Equity and Efficiency	1999
Older Australians: A Working Future?	2000
Reshaping Australia's Economy	2001
Pathways to Work	2001
Downsizing: Is it Working for Australia?	2001
Building a New Community	2001
The Changing Face of Australia	2001
Addressing Global Poverty	2002
Water that Works	2007

Over the years, thousands of Australian leaders from business, government, academia and the not-for-profit sectors have contributed to the national policy debate through CEDA. The list below is long but by no means exhaustive and includes, in the main, contributors to CEDA publications and research reports*.

Contributing authors and editors

Abbott, Tony	Andrews, Kevin	Bambrick, Susan	Beattie, W A	Black, Chris
Ablett, John R	Antiporda, Tirso V	Banks, E R	Beavis, Adrian	Blackburne, Ian
Ackermann, Joachim	Antulov, Robert	Banks, Gary	Beazley, Kim	Blackmore, D J
Acton, Peter	Apostolidis, Nick	Bannon, John	Beck, Tony	Blackwell, John
Adams, E Sherman	Appleyard, R T	Bardt, Hubertus	Becker, Gert	Blain, Nick
Aiken, Phil	Aquilina, John	Barker, Andrew	Beeson, Mark	Blainey, Geoffrey
Aiken, Philip	Archer, RW	Barker, Geoffrey	Belchamber, Grant	Blandy, Richard
Albinsson, Goran	Argus, Don	Barker, Ross	Bell, Harold	Blewett, Neal
Albon, Robert	Argy, Fred	Barlow, Thomas	Bell, HF	Bligh, Anna
Aldrich, Barry	Argy, Victor	Barnett, Peter	Bentick, Brian	Block, Ray
Allan, Percy	Ayres-Wearne, Valerie	Barraclough, G W E	Bentley, Philip	Blomeyer-Bartenstein, H
Allert, Rick	Baeder, George	Barratt, Paul	Bertone, Santina	Blount, Frank
Alston, Richard	Bain, Hamish	Barrett, Jane	Besley, Tim	Blundell-Wignall, Adrian
Altman, Job	Baird, Bruce	Barrie, Chris	Bieda, K	Bob Birrell
Amaya, Naohiro	Bakas, Fotini	Bateman, Hazel	Bill Shields	Bollard, Alan
Amos, P F	Baker, John	Batrouney, Trevor	Birch, Rod	Boon, P C
Amos, Paul	Baker, Meredith	Baxter, K P	Birrell, Nick	Booth, Robert
Andersen, Arthur	Ballmer, Steve	Bearman, Michael	Birrell, R	Bora, Bijit
Anderson, John	Balwin, Catherine	Beaton, Lynn	Bishop, Bronwyn	Borbidge, Rob
Andrews, Gwen	Bambrick, S	Beattie, Peter	Bisley, Warwick	Borland, Jeff

Borowski, A	Byrne, Pail	Chislett, G D'a	Creyke, Thomas C	Dibb, Pail
Borrie, WD	Cairns, Christopher	Ch'ng, David C L	Crinis, Vicki	Dieter, Heribert
Bottini, Ivana	Calalang, Alfonso	Choi, Yearn-Hong	Crompton, Malcolm	Dimopoulos, Nick
Bowen, Bill	Callus, Ron	Chong, Florence	Crowe, Matthew	Dingle, Tony
Bowen, Ian	Cameron, Kim	Christie, N D	Cullen, Michael	Disney, Julian
Boxer, A H	Cameron, Lisa	Chubb, Philip	Cullen, Peter	Dix, W L
Brabin-Smith, Richard	Campbell, Ian	Clairs, Reg	Cully, Mark	Dixon, Geoff
Bracks, Steve	Campbell, John	Clarkson, Phillip	Cumming, Warwick	Djojohadikusumo, Sumitro
Braddick, Paul	Campbell, Keith O	Clear, Patrick	Curtain, Richard	D'Netto, Brian
Brain, Peter	Cannac, Yves	Clyne, Michael	Cushing, Robert	Dockery, Michael
Brash, Donald	Carmichael, Jeffrey	Coates, A W	Cutler, Terry	Dodds, Greg
Braun, Armand	Carmody, Geoff	Cobb-Clark, Deborah	Dahrendorf, Ralf	Doessel, D P
Brennan, T	Carnegie, Roderick	Cocks, Graham	D'Alessandro, David	Doherty, Peter
Brereton, Laurie	Carr, Bob	Cohen, P	Daly, Anne	Dominguez, Jim
Bridgland, L C	Carroll, Stephen	Cole, Tony	D'Andre Tyson, Laura	Doody, Leith
Bridgman, M O	Carruthers, D S	Collins, D J	Daniel, Ronald	Doucet, Gerald
Briggs, Chris	Carstairs, Jamie	Comben, Barry	Davidson, Peter	Doughney, James
Broome, M C	Cartellieri, Ulrich	Considine, Mark	Davies, Derek	Dover, Ian
Broughton, Peta	Carter, Colin	Cook, Bruce	Davies, Dick	Dow, Kwong Lee
Brown, Geoff	Carter, Jan	Cook, Peter	Davis, Carolyn	Dowling, Malcolm
Brown, Gerard	Carter, Michael	Coonan, Helen	Davis, Chris	Downer, Alexander
Brumby, John	Cassells, Rebecca	Copland, Douglas	Davis, Glyn	Drago, Robert
Buchanan, John	Castleman, Alan	Coppel, Nicholas	Dawkins, John	Drake, Peter
Buckey, Ben	Castles, Frank	Coppock, Cynthia	Dawkins, Peter	Drew, Michael
Budge, Terry	Castles, Stephen	Corbett, D C	de Ocampo, J V	Driver, A R
Bullock, Philip	Caton, Chris	Corcoran, Kristine	de Souza, Margaret Mary	Duffy, Michael
Burchill, Scott	Cattermole, Lindsey	Corden, W M	Deacon, Matthew	Dufty, N F
Burgess, Pamela I	Cave, Martin	Cornally, Marilyn	Deane, William	Duhs, A
Burgess, Phil	Cavenagh, Ray	Cosgrove, Peter	Deas, James C	Duncan, Tim
Burke, T	Caves, Richard E	Costello, Peter	Debenham, J W	Dunphy, D C
Burns, John A	Cerf, Vint	Cottingham, Peter	Deer, A F	Dunphy, Dexter
Burrell, Steve	Chapman, Bruce	Courtis, Kenneth	Deery, Stephen	Dunshea, E E
Burrow, Sharan	Charles W Stahl	Cousins, David	Deike, Roy	Dunstan, A S
Bury, L H E	Charles, David	Cowen, Zelman	Delins, Daris	Dunstan, Keitha L
Butler, J R G	Charlton, Cam	Cowling, Sally	Dell, Michael	Dunstan, P J
Butlin, Matthew	Charters, Tony	Craik, Wendy	Demura, Peter	Dusseldorp, G J
Butlin, MW	Cheatley, Chris	Crean, F	Despoja, Natasha Stott	Dwyer, Larry
Button, John	Cheng, Enjiang	Crean, Simon	Deveson, Ivan	Edelmann, Klaus
Byers, David	Chislett, G	Creedy, John	Diamond, John P	Edgar, A L

Edgar, R J	Fielding, J M	Gallop, Geoff	Grace, Elayne	Harris, Ken
Edwards, David	Findlay, Christopher	Gamble, Gary	Grassby, A J	Harris, Kevin
Edwards, John	Firth, Gerald	Gans, Joshua	Gray, A C	Harris, Stuart
Egan, John	Fischer, Tim	Gans, Joshua	Gray, Barry	Harris, Tony
Egan, Michael	Fisher, Brian	Garelli, Stephane	Gray, Malcolm	Harrison, C G
Eisenach, Jeffrey	Fisher, Lyn	Garnaut, Ross	Grbich, Yuri	Hartcher, Peter
Elliott, Jan	Fitzgerald, Peter	Gastin, Denis	Green, Roy	Harvey, John
Ellis, Jerry K	FitzGerald, Vince	Gates, RC	Gregory, Christopher A	Harvey, M O
Ellwood, David	Fitzgibbon, C	Gattung, Theresa	Gregory, R G	Hashimoto, Michio
Eltringham, D H	Fitzgibbon, Wayne	Gautier, Douglas	Grenning, Mark	Hastings, David
Emerson, Craig	Fleming, David A	Gay, Phillip D	Grenville, Stephen	Havnen, Olga
Encel, Sol	Florida, Richard	Geer, T	Grewal, Bhajan	Hawke, Anne
Eposto, Alexis	Floyd, Jeff	Gelber, Frank	Grey, Peter	Hawke, Bob
Ergas, Henry	Footner, R A	Gentile, Tom	Griffin, Gerry	Hayden, Bill
Ergas, Henry	Ford, G W	Gettler, Leon	Griffiths, Andrew	Haydon, J A
Eslake, Saul	Ford, Michele	Ghosh, Prodipto	Grogan, Peter G	Heath, Ian
Espie, F F	Forsyth, Peter	Gibbons, Charles	Gruen, Nicholas	Henderson, David
Esposto, Alexis	Fortune, Graham	Gibson, D M T	Guilfoyle, Glenn	Henderson, R F
Evans, Gareth	Foster, Adrian	Gibson, Donald	Gunnersen, Thorry	Henderson, Ronald F
Evans, Ralph	Foster, R J	Gibson, Ken	Hall, A R	Henry, Don
Fahey, John	Foster, W F	Gibson, Victor	Hall, Peter	Henry, Ken
Fairhall, Allen	Foster, William	Gilbert, John	Hall, Richard	Herbert, Bob
Faivet, Andre	Fowler, Stuart A	Gill, Flora	Hamilton, Clive	Herron, Kerry
Farmer, Richard	Fox, Carol	Gilmore, Tom	Hamley, B L	Hewson, John
Fayle, Pamela	Fraser, Bernie	Gilmour, P	Hancock, Jim	Higgins, Ian
Fearon, Paul	Fraser, J M	Gittins, Ross	Hancock, K	Higley, John
Fehily, Ken	Fraser, Malcolm	Giudice, Geoffrey	Hancock, Keith	Hill, Graham
Fehon, C M	Freebairn, John	Gobbo, James	Hancock, Linda	Hillsdon, B
Feil, Martin	Freeman, Gary P	Goddard, R F	Hanenburger, Peter	Hind, David
Fels, Allan	Freeman, Richard	Gold Coast City Council	Happell, Michael	Hnarakis, Theo
Ferguson, David	Freeman, Shane	Goldsworthy, Ashley W	Harcourt, Tim	Hocking, R
Ferguson, Martin	Frere, Marion	Gonski, David	Hardaker, M B	Hodges, Graham
Ferguson, N P	Friedman, M	Goode, A C	Harding, Ann	Hogg, T M
Ferguson, Rob	Friedman, Milton	Goodin, Robert	Harding, R H	Holl, Uwe
Ferguson, Russell	Fry, Tim R L	Gorman, A J	Hardy, John G	Hollingsworth, P
Ferguson, William	Fullilove, Michael	Goss, Noel W	Harford, Nick	Holm, Sonya
Feridhanusetyawan, Tubagus	Fussell, Norm	Gottlieb, Robert	Harper, Ian R	Holmes a Court, Janet
Ferris, W	Gadiel, D L	Gough, John	Harris, Alexandra	Holmes, Frank
Fiedler, Mervyn	Gale, Jim	Gould, Ian	Harris, C P	Holmes, Jim

Holt, Philip	Johnston, Toby	King, Stephen P	Lewis, Philip	Marks, John
Hosking, Les	Johnston, Trevor R	Kinna, A	Lin, Kenney	Markus, Andrew
Hossain, Moazzem	Jolley, Ainsley	Kinnaird, Malcolm	Lindfield, M	Marsh, Ian C
Houghton, Joun	Jones, Doug	Kirpalani, Prakash	Linnenluecke, Martina	Marshall, Lucy
Howard, Bill	Jones, Evan	Klein, Lawrence	Lipski, Sam	Martin, Richard
Howard, John	Jones, Gary	Knight, Kenneth W	Little, Ian	Mason, Anthony
Howard, William A	Jones, Jack	Knight, Michael	Little, Paul	Masters, Geoff
Howe, Brian	Jones, Sally	Knobel, Gary	Littler, Craig R	Mathews, Russell
Howe, John	Jones, Stephen	Knox, David	Littlewood, George	Matsumoto, Koji
Hughes, Barry	Jonson, Peter	Kobayashi, Yotaro	Liveris, Andrew	Matsuzumi, Naoki
Hugo, Graeme	Jordan, Peter	Koffel, Martin	Lloyd, A G	Matthews, Trevor
Humphry, Richard	Jorgensen, Ove Juul	Kong, Chee Peng	Lloyd, Peter	Matysek, Anna
Hunter, J S H	Jowett, Tony	Konno, Genpachiro	Logan, J	Mauldron, R G
Hyde, John	Joyce, Alan	Koo, Richard C	Lomax-Smith, Jane	Maxwell, Philip
Hyde, Tony	Junankar, Raja	Kraehe, Graham	Loundes, Joanne	Mayer, Eric A
Iemma, Morris	Jupp, James	Krause, Lawrence B	Lucy, Jeffrey	Mayer, Peter
Iredale, Robyn	Kamsky, Virginia	Lagan, Attracta	Lydall, Harold	Mays, Shaun
Irish, R A	Kanari, Norimichi	Lane, Lee L	Lynch, P	McAuley, Ian A
Isaac, Joe	Kasper, W	Lang, James	Macdonald, Fiona	McAuley, J P
Ishihara, Takashi	Kates, Steven	Lang, R	Macdonald, Ian	McCarthy, Pat
Iverothe, Axel	Kean, Brce	Langford, John	Macfarlane, Ian	McCaughey, Davis & Jean
Jaensch, Dean	Kean, Bruce	Langmore, John	Mackay, Hugh	McClelland, Alison
Jaffer, Sue	Keast, A J	Larkin, Terry	Macklin, Jenny	McClintock, Paul
Jarvis, Kelly	Keating, Michael	Laver, Peter	MacPhee, Ian	McCull, G D
Jay, Christopher	Keating, Paul	Lawrence, Carmen	Madden, David	McComas, R
Jay, Peter	Keizai Doyukai	Lawrence, Craig	Maddock, Rodney	McCormack, Darcy
Jefferies, Richard	Kellam, L A	Lawriwsky, Michael	Madigan, R T	McCoy, Scott
Jenkins, David	Kelley, Jonathan	Le Couteur, G S	Mahathir, Mirzan	McCredie, Andrew
Jenkins, Roy	Kelly, David	Leaper, John	Mahony, Craig	McDonald, Peter
Jennings, A V	Kelly, Ross	Leblanc, Richard	Maitland, Alister & Elizabeth	McDonald, T
Jennings, Peter	Kelman, B N	LeCouteur, G S	Makin, Tony	McEwan, John
Jensen, Ben	Kelty, Bill	Lee, Graeme	Mann, Robert	McFarlane, John
Jeong, Jin-Ho	Kennett, Jeff	Lee, Ling	Manning, Ian	McGarvie, Michael
Johns, B	Kent, Katrina	Lee, Michael	Mapperson, I	McGuinness, P P
Johns, Richard	Kent, Warwick	Lehner, Urban	Marceau, Jane	McKibbin, Warwick
Johnson, Chalmers	Kikawada, Kazutaka	Leibler, Mark	Marden, Paul D	McKinnon, Peter
Johnson, David	Kim, Dong-Hyun	Leigh, Andrew	Marginson, Simon	McLaughlin, P
Johnson, Mark	Kincaid, John	Lenegan, Charlie	Markowski, Stefan	McLean, Bethany
Johnson, Robert	King, Judith	Leong, Annie	Marks, J	McLean, Robert J

McMullan, Bob	Natgrass, Peter	Palfreyman, Richard	Prescott, John	Rose, Alan
McPhee, Hilary	Neal, A C	Palmer, Tony	Prescott, Roger	Ross, Iain
McTaggart, Douglas	Neary, Jenni	Panglaykim, Jusuf	Prest, W A	Routley, V C
Mead, Margaret	Nelson, Brendan	Parbo, Arvi	Preston, Alan	Rovit, Sam
Meikle, Kathryn F	Nemoto, Nobuya	Parikh, Jyoti	Pringle, Karen	Rowe, Lyndon
Mendelowitz, Allan	Neutze, Graham M	Parker, David	Prinn, Ronald	Rowling, John
Mendelsohn, Robert	Nevile, J N	Parkhurst, Nick (ed)	Qingguo, Jia	Rudd, Diane
Mercer, Donald Penn	Nevile, J W	Parmenter, B R	Quiggin, John	Ruddock, Philip
Merry, D H	Nevile, John	Parry, Tom	Quinn, Anthony	Ruggiero, Renato
Metherell, Terry	Newman, Maurice	Patel, I G	Rae, P E	Rundle, Tony
Michelmore, Andrew	Nguyen, Trung	Paterson, Mark	Raggatt, Harold	Russell, D
Millis, Nancy F	Nicholls, Linda	Payne, Ian	Ralph, Eric	Ruthven, Phil
Mitchell, Deborah	Nicholson, Jon	Pearce, David	Ralph, John	Ryan, Denise
Mitchell, Harvey	Nicolades, J	Pearman, Graeme	Ralph, John T	Ryan, Susan
Mitchell, James	Nieuwenhuysen, J P	Pechman, Aaron	Ralston, Deborah	Salcedo, Ignacio
Mitchell, Richard	Niland, John	Perigot, Francois	Ralston, Hugh	Salerian, John
Miyashita, Masaaki	Nissen, Varina	Perkins, Paul	Ralston, John E	Sampson, Gary
Mohannak, Kavooos	Noonan, Peter	Perkins,, J O N	Raper, Michael	Samson, Danny
Moir, Angus W	Norman, N R	Perlman, Richard	Rattigan, G H	Samudavanija, Chai-Anan
Molyneux, Elizabeth	Norman, N R	Perry, Julia	Reed, Warren	Samuel, Graeme
Montgomery, W D	Norman, Neville R	Perry, L J	Reeder, Lynne	Sanders, D N
Moodie, Gavin	Norman, R W	Peter BDixon	Reeve, Graham	Santow, G F K
Moore, D	Norris, Keith	Peters, Robert W	Reith, Peter	Saunders, Cheryl
Moran, Alan J	North, Martin	Peters, Winston	Reith, Peter	Saunders, Peter
Morgan, David	Nossal, Gustav	Phelps, Kerry	Revesz, John	Saxon, Elizabeth
Morgan, N C	O'Brien, I F	Phelps, Les	Richardson, David	Sayle, Murray
Morgan, Shaugn	Obsorn, John	Philips, T	Richardson, J E	Scales, Bill
Morris, Simon	O'Connor, Kevin	Piggot, John	Richardson, Sue	Scanlan, Mark
Mortensen, Wayne	O'Donnell, Anthony	Piggott, John	Rimmer, M	Scherer, Peter
Mortimer, David	O'Dwyer, Tony	Pillay, Alain	Rimmer, Stephen	Schmidt, Werner
Moulinier, Gilbert	Officer, R R	Pincus, Jonathan	Rivera, Jovito A	Schott, K
Mulligan, Marvin	Ohlin, Goran	Pinzone, Tom	Roberts, M	Sciaccia, Con
Mulvey, Charles	Ohmae, Kenichi	Pitchford, JD	Roberts, Peter	Scott-Kemmis, Don
Mumford, Karen	O'Loughlin, Mary Ann	Pitchford, John	Robins, Fred	Searles, R J
Murray, David	Olsen, John	Plowman, David	Robinson, Chris	Segretain, Philippe
Murray, Jill	Orchinson, Keith	Plumb, Michael	Robinson, Richard	Shaddick, Richard
Murray, Tim	Owen, Tony	Polites, G	Rockefeller, D	Shann, Ed
Musgrave, W F	Owens, Helen	Porter, Michael G	Roeder, G A	Shann, K C O
Nairn, R F	Oxley, Alan	Potter, Ian	Rolland, Louise	Shannon, Ian

Shaw, J M	Stammer, D W	Thom, John G	Warburton, Richard F E	Wilson, D F
Shaw, John M	Starling, R L S	Thomas, K D	Ward, Brett	Wilson, J R
Sheperd, Steven	Stehle, Belinda	Thomas, P G	Ward, Judith	Wilson, James
Shergold, Peter	Steinbrecher, Toni	Thompson, Mark	Wardrop, I D	Wilson, John F
Shields, Bill	Stephen Castles	Thompson, NJ	Warhurst, John	Wilson, L A
Short, Jim	Stephens, Deryk	Thorp, John	Warren, Neil A	Wilson, Michael
Short, Laurie	Stevens, Glenn	Ting, Lewis	Watson, Ian	Wilson, Ross
Shove, Mike	Stewardson, Robin	Tomlinson, Geoff	Watts, Don	Wiltshire, Kenneth
Shu, J	Stilwell, Frank	Tong, Yeo Cheow	Wauters, Luc	Withers, Glenn
Sikora, Joanna	Stimson, B	Torney, Janet	Way, Nicholas	Wolfensohn, James D
Simes, Ric	Stockbridge, Franklin	Travers, Peter	Wayman, Greg	Wolpe, Bruce
Simpson, Michael	Stockdale, Alan	Tregoning, Anthony	Wayne Fitzgibbon	Wong, David
Sims, Rod	Stokes, Charles H	Tri Dung, Nguyen	Webb, G R	Wood, Alan
Singh, Supriya	Stoler, Andrew	Trimmer, J G	Webb, Roy	Wood, Joe
Singleton, Gwynneth	Stolk, William C	Tsung, Stephen	Webster, Elizabeth	Wood, John C
Singleton, P	Stone, John	Tucker, John	Weickhardt, L W	Wood, R J
Skully, M T	Story, J D	Tuckwell, Neil	Weickhardt, LW	Wooden, Mark
Skully, Michael T	Street, A A	Tulpule, Ashok	Weinberg, Sidney J	Woolner, Derek
Smith, Ann	Stricker, Peter	Turnbull, Shann	Wezsacker, Ernst	Wright, A
Smith, Arthur J R	Stupart, Lee	Turner, Dennis E	Weller, F G	Wulff, Maryann
Smith, Ben	Sturgess, Gary	Turner, Rodney	Weller, Patrick	Yelland, Lindsey
Smith, J R	Stutchbury, Michael	Turpin, Tim	Wells, Andrew	Yeung, K Y
Smith, J S	Subocz, Victor	Uhlenbruch, Walter W J	Welsh, David	Young, Christabel
Smith, Jim	Sugahara, Akira	Uhr, John	Wentworth, W C	Young, J P
Smith, Keith	Sullivan, K J	Unsworth, B J	West, Johnathan	Young, Terry
Smith, Peter	Sutherland, Grant	Utz, John	Westfield, Mark	Yuhua, Lin
Smith, Philippa	Switkowski, Ziggy	Valenzuela, Rebecca	Whelan, Dominica	Yukawa, Masao
Smith, Walter C	Sycip, David	Vanstone, Amanda	White, Garry	Zhongyi, Yin
Smith, Warwick	Sylvan, Louise	Vawdrey, Rod	White, John	Ziguras, Stephen
Snap, Richard H	Syme, Colin	Venn, Danielle	Whitehead, D H	Zubryzcki, J
Snedden, B M	Takahashi, Masamichi	Vickers, Adrian	Whitelaw, Richard	
Sole, Jose Manuel	Talbot, John	Vitale, Michael R	Wilczynski, Josef	
Sorrell, G H	Tamblyn, John	Wadham, Samuel	Wilde, D C M	
Sparkes, L H	Tanner, Lindsay	Walker, David	Willett, Ed	
Sparling, David	Tassiker, Jill	Wallace, Robert	Williams, David	
Spencer, Geraldine	Tatchell, Michael	Wallenberg, Peter	Williams, Phillip	
Spierings, John	Taylor, Alison	Wallis, Stan	Williamson, Sue	
Spindler, Karen	Taylor, Peter	Walsh, Cliff	Williams-Wynn, Marina	
Spooner, Keri	Teele, B B	Walsh, Janet	Willmann, J S	
Stahl, Charles W	Teng, Quek Kai	Walsh, Kate	Wilson, Angus	

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



CEDA is an independent, not-for-profit body formed in 1960. It aims to inform, influence and raise the standard of discussion on the issues shaping Australia's economic and social development. It does this by: publishing independent policy research; providing a forum for debate and discussion; and offering a membership network to people and organisations that value knowledge, insights and ideas in Australia's best interests.

More than 800 of Australia's leading organisations belong to CEDA. Its funding comes from membership subscriptions, research grants, sponsorship and events.



ceda.com.au