



QUEENSLAND
FUTURES INSTITUTE



Annual Leaders Survey

Maximising Queensland's Future Growth
– Initiatives for 2025

Introducing the QFI's Annual Leaders Survey

Since 2014, the Queensland Futures Institute has been at the forefront of delivering independent future-focused thought leadership for Queensland.

Queensland's own independent think tank, our members are prominent, forward-looking organisations, dedicated to advancing State-wide prosperity. They share a view that the vast potential of our great State will be best realised by collaborating to tackle Queensland's future challenges and many opportunities.

The QFI's Annual Leaders Survey is now a core component of our suite of expert thought-leadership and innovative future focused forums. We ask our members and their leaders to look forward to the next decade of prosperity for Queensland and provide their insights and priorities on maximising our State-wide successes.

We once again thank our member organisations for their contributions and encourage readers to review the thought-leadership of our best and brightest, providing valuable guidance for the future policy making and planning for our fabulous State.

A long-term Vision of Our Future Economy

We take this opportunity to promote the benefit offered by the development of a long-term Vision of Our Future Economy.

The QFI's report into 'Opportunities for Queensland's Growth' identified the need to shift away from

business as usual and take deliberate action to ensure that Queensland can harness all options to grow its economy, centred around a clear vision of our future economy.

A long-term economic vision would provide a clear and powerful narrative that reflects Queensland's strengths and communicates its future direction, to Queenslanders, Australia and globally. It would provide an understanding of where our economy is heading and how we are going to get there. It would act as a valuable resource for investors, policy makers and future Queenslanders.

We invite the Queensland Government to consider this initiative, as well as the others presented in this document, and to work in partnership to grow a prosperous future.



Steve Greenwood
Chief Executive Officer,
Queensland
Futures Institute



Kate Farrar
President,
Queensland
Futures Institute

Strategic Foundations to Grow Queensland's New Economy



1
Developing a shared
narrative for Queensland's
future economy



2
Playing to Queensland's
strengths



3
Equipping Queensland with
skills for the future



4
Managing environmental
and social barriers to growth



5
Supporting inclusive growth in
Queensland's regions

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Vice-Chancellor and President,
University of the Sunshine Coast



Kate Farrar
Chief Executive Officer,
Brighter Super

There is a buzz around Financial Services in Queensland, and particularly Brisbane. We have the people, the business, the resources, opportunities, and proximity to market to be a leading centre of commerce in Australia, with a particular focus on natural capital, manufacturing, and resources.

We have fantastic financial services foundations already in Queensland

On the superannuation front, we have three funds based in Brisbane that offer world class services to members. The mega-fund Australian Retirement Trust, Queensland's focused and personal fund Brighter Super and the well-known local player BUSSQ.

We also have a growing funds management capability in the Sunshine State, led by the Queensland Investment Corporation but with other fund managers increasing their operations in Queensland.

With this growing size, we are seeing major international players like State Street set up an office in Brisbane.

This is complementary to a strong local insurance industry with the likes of Suncorp, RACQ and Youi. Indeed, Queensland is well serviced by the major banks, as well as People First and Great Southern Bank. We should all be encouraged by the commitments that ANZ has made this year to have a long-term connection to Queensland.

Brighter Super remains committed to being the super fund for the financial services industry, given the heritage of our founding funds.

Strength in financial services is great for Queenslanders

This is an important story because the strength of Queensland's financial services industry is vital for fostering economic growth, which in turn supports

safe, prosperous communities. A resilient and engaged financial sector offers stability, creating jobs and enabling businesses and governments to access the resources needed to invest in Queensland's future. It empowers regional growth, drives consumer confidence, and ensures financial security—critical foundations for our thriving community.

At Brighter Super we are ambitious for Queensland

Our promise is to help Queenslanders retire confidently. Brighter Super has more than 40 super specialists and 18 financial advisers operating across the state supporting members with their journey towards a secure retirement. We are proud to say that around 85% of our more than \$34 billion in funds under management is owned by Queensland members.

Which is why, this year we announced our Queensland Investment Strategy to support members where they live and work with new investments to underpin jobs and drive growth in our home state, while delivering strong returns for members. We are committed to investing a further \$500 million in Queensland over the next 5 years, building on our \$1 billion already invested.

We are doing this because we know firsthand the difference these investments make. Investments like the Central Queensland Livestock Exchange are a prime example of how we can support economic infrastructure that creates jobs and opportunity in our regions.

We believe that by working collaboratively with the Queensland business community, in coordination with the Queensland Government, not only can Brighter Super continue to back Queensland, but we can be a part of the emergence of a Financial Services centre of excellence right here in our state.



Bruce Rush

**Chief Executive Officer, Suncorp Bank
and Managing Director Queensland,
ANZ**

As Queensland progresses the energy transition, ANZ is supporting with funding targets and by facilitating \$100 billion of sustainable solutions for customers by 2030.

ANZ understands how pivotal Queensland is in helping to diversify trade in Australia. The state is already an exporter to major partners like Japan and Korea and is well-positioned to expand exports to strong markets like India.

Earlier this year ANZ successfully completed its acquisition of Suncorp Bank, welcoming around 3,000 team members and 1.2 million customers into the ANZ Group.

Part of ANZ's investment in Queensland includes the establishment of a Queensland hub based in Brisbane, where, over a five-year period, we will hire or place 700 specialists covering a broad range of capabilities including digital, cloud and data.

ANZ will continue to work with Government to increase the supply of housing, including social and affordable homes through new investment and partnerships with the private sector. With the investment and population boom expected as Brisbane hosts the Olympic Games in 2032, the future looks bright for the Sunshine State.

Queensland is thriving. With strong economic growth, high workforce participation and more interstate migration than any other state or territory, we're excited about the opportunities Queensland presents for ANZ, our customers and the community.



Dan Clark
Chief Executive Officer,
Australia Pacific LNG

Australia Pacific LNG welcomes the opportunity to work with the new Queensland Government and support Queensland's future growth. Our natural gas reserves are one of our state's strategic assets, and greater collaboration with the Federal Government on key policy initiatives represents an opportunity for natural gas to continue to bolster Queensland's economy and communities, support the domestic and international energy transition, and provide energy security.

Natural gas is a vital part of the domestic and international energy mix. At Australia Pacific LNG, our gas is used in Australia and overseas to heat homes, generate power, and in heavy industry. Natural gas provides immense economic benefits to Queensland: Australian Energy Producers data states that between 2011-2023 the total economic impact (direct and indirect) of Queensland's gas industry was: \$189.3B in purchases from businesses, \$173.2B contribution to gross state product, \$69.8B in wages and salaries; and an average of 67,581 full-time equivalent jobs.

Unlike other resource developments, ongoing investment is required to sustain natural gas production. The biggest barrier to securing ongoing investment is regulatory uncertainty. To foster and maintain investor confidence, it is crucial that the regulatory regime governing the resources sector is competitive and stable. Interventions to resolve issues with national energy markets should not disadvantage or penalise Queensland gas producers.

There is a need to increase gas supply to support the energy transition. There are opportunities to

leverage the existing regulatory regime and work in collaboration with the Federal government on environmental legislation to support more gas development. These opportunities do not result in a lowering of environmental standards – just smarter, more efficient regulation.

Two potential initiatives include:

Developing Strategic Assessments under the *Environment Protection and Biodiversity Conservation Act (EPBC)* for Queensland gas basins would bring additional supply to market. A Strategic Assessment would provide a transparent set of operating conditions that protect environmental values and provide certainty to industry and communities.

A Bilateral Agreement for the Water Trigger under EPBC legislation would provide the appropriate recognition of the Queensland Government's world class regulatory framework for assessing and managing impacts to groundwater resources. A Bilateral Agreement for the Water Trigger would remove duplication and avoid project delay and cost, and allow more gas to market.

Our gas markets are at a critical juncture, with more gas required to support both the domestic and international energy transition. Greater Federal government collaboration resources regulation is key to ensuring a prosperous and sustainable future for Queensland.



David Anderson
Chief Executive Officer,
Australian Retirement Trust

Australian Retirement Trust (ART) is one of the largest retirement savings and income funds in Australia and the largest based in Queensland with around 65% of our 2.4 million members residing in the State. The long-term economic success of Queensland is important to those we serve and their retirement outcomes.

That success will be underpinned by economic growth and stable policy settings that encourages investment and ensures Queensland remains an attractive and affordable destination for visitors and long-term residents.

I'm privileged to be in a position to see these drivers come together as the leader of a large organisation based in Queensland, which invests locally and globally, and I can speak personally to the attractiveness of the State having returned from nine years living abroad to take the opportunity to lead ART, settling in to live in Brisbane early in 2024.

The Queensland economy has been undergoing a significant transformation and is entering an exciting chapter. As the State maintains traditional strengths in minerals, natural resources, tourism and agriculture, further diversification is on the horizon in the energy and technology sectors.

The expected significant population growth of the next decade will bring with it a requirement to expand social infrastructure, including housing supply, social housing and aged care as Queenslanders live healthier lives into and throughout retirement.

The Brisbane 2032 Olympic and Paralympic Games will showcase what the State offers on the world stage. The related infrastructure required for Brisbane to play host and the staging of the event itself will create many jobs across the State and income opportunities for families.

As a geographically large State, regional development is important to growth. 41% of ART's Queensland-based members live in regional areas. Creating jobs and supporting those in our regions has been and will continue to be an important part of the Queensland economic success story.

Investment will play a critical role in delivering much of that diversification and growth. Attracting long-term opportunities requires continued long-term thinking, stable policy and the regulatory environment to give confidence to investors.

ART, like other major investors, seeks investment opportunities that will be in the best financial interests of our members. Policy settings that support the development of key industries and bring opportunities to the forefront will be vital to continue to facilitate major investments that offer growth and positive returns.

ART is proud of our Queensland heritage and our role supporting both our members and our 2,500 colleagues based in Queensland. There are many exciting opportunities in Queensland for our colleagues and their loved ones, our members and their families, and for the long-term growth of the State. We look forward to the ongoing progress and development that will come as a result.



Gert-Jan de Graaff
Chief Executive Officer,
Brisbane Airport Corporation

In 2025, Brisbane Airport is celebrating its 100 years of aviation.

For a century, we have provided the critical connections needed for a state the size of Queensland. It's vital we keep doing that for another 100 years and beyond.

As Australia's most connected domestic airport, we are a hub not just for Brisbane but for the entire state. When Brisbane Airport is busy, Queensland is busy which is good news for jobs, for the economy and for the people of this great state.

We are well under way on our \$5b transformative Future BNE project, with major works being completed in the Domestic and International terminals that will improve the customer experience and upgrade our security technology. On the sustainability front, we will achieve our goal of being net zero for Scope 1 and 2 emissions in 2025 as we play a key leadership role in the effort to decarbonise aviation. Already we are seeing private companies taking huge steps forward in the development of a Sustainable Aviation Fuel industry and it is absolutely critical that Queensland has the policy settings that assures it is front and centre of that movement in Australia.

Of course, Brisbane Airport is growing because Queensland is growing. With a forecast 60 million passengers a year by 2050, the planning of public transport links is critical to BNE as a world class aviation precinct. With a third terminal set to be built by 2032, passenger movement outside of the

terminals is as vital as it is inside and on the tarmac. Extending Brisbane Metro to the airport is a welcome initiative and it is imperative this becomes a reality. So too is a government-led solution to Air Train, to allow frequent, affordable and competitive heavy rail services to each terminal.

Queensland is growing at a rapid rate with a development pipeline including housing, infrastructure, major projects, the 2032 Olympic and Paralympic Games and, of course, the airport. For this pipeline to come to fruition, Queensland needs an approach to planning, development and delivery that keeps the costs of construction reasonable. Having the right skills, in the right place at the right time is a central component to this approach, as is a manufacturing and construction sector that innovates right here in Queensland. In doing so, we can build the infrastructure needs of tomorrow, today.

We have come so far in the past 100 years, and so too has Queensland. The next 100 promise to be even more exciting and transformative, with Brisbane Airport at the forefront as Queensland's first hello and last goodbye to everyone who travels here.



Jacinda Euler Welsh

Principal,
Brisbane Girls Grammar School

The progress of any society, or State, is reliant upon education—at all levels. And the skills, confidence and perspectives of young people as they transition beyond school into tertiary studies and subsequent careers are crucial to the advancement of industry, business, economic growth and human flourishing. What the future holds, we can never know, but the foundations of a good education are fundamental to negotiating it.

Generative AI, its associated opportunities and challenges, have captured the attention of educators and the impacts will be profound. As the renowned *The New York Times* columnist, David Brooks (2023), has said, rather than fighting AI, our educators and students must instead focus on the 'skills that machines will not replicate', such as creativity, different worldviews, empathy, situational awareness—those attributes that define our humanity. Schools are integral to the cultivation of these attributes and will continue to develop the skills in our students to understand and to utilise artificial intelligence.

In a year marked by remarkable medical and technological advancements, the persistent issue of gender equality remains critical. The *2024 Status of Women Report Card* from the Australian Government highlights ongoing disparities between men and women in particular industries, reinforcing the need for continued evolution in societal attitudes and

behaviours, and structural change. Education is fundamental to the empowerment of young women to participate in industry and political decision-making, and to pursue careers that help shape our economic future.

Recognising the importance of early educational experiences, the School has made the decision to become Brisbane's first secular, independent girls' school to educate students in Years 5 and 6, commencing in 2026. It is a response to an increasing population in Queensland and contemporary expectations about education, but most importantly it is a commitment to ensuring that girls have the same opportunities as their brothers. The Junior School will embody our commitment to empowering the next generation of young women, ensuring they are equipped to thrive in an ever-evolving world. This expansion not only supports gender equality but also instils optimism for our collective future.

Quality education in Queensland will ensure we can capitalise on the exciting opportunities ahead.



Ray Merlano

General Manager, Queensland,
Data#3

Mark Watt

Territory Manager
- Queensland, Business Aspect,
Data#3

Two years ago, Data#3 celebrated our 45 years as a Queensland based company and has now managed to join the ranks of Top 200 ASX listed companies.

During these years we have seen many changes in technologies, company mergers, acquisitions and the disappearance of several successful Queensland tech companies into foreign ownership.

At a time when the global economy faces increased uncertainty and volatility, Queensland's economy was forecast to grow by 2 per cent in 2022–23, with growth then strengthening to 3 per cent in 2023–24.¹

We're experiencing significant migration from overseas and interstate that will demand substantial capital investment in infrastructure, housing, health, education and social services. This will drive increasing reliance on technologies that enable our local industry capabilities to innovate, develop and apply digital technologies that will drive productivity and create jobs.

As we move into 2025, we face new headwinds in the economy, as well as opportunities. The inflation genie is well and truly out of the bottle, although there are indications that this is moderating. This has had the effect of putting a squeeze on internal budgets. We are seeing a contraction of investment by international companies (particularly in the technology sector), which will mean that Queensland companies will need to be more self-reliant.

Qld has decided a state election, which typically results in a slowing of progress on government policy initiatives. The Queensland economy remains exposed to international shocks, with the Chinese economy being key in driving export demand.

We have already mentioned last year, the need to encourage a new generation of workers and entrepreneurs to capitalise on the challenges

and opportunities presented by the emerging digital economy. These next 10 years provides the opportunity for Queensland to revitalise the local high-tech industry as a major contributor to GDP.

A few key focus areas:

1. The renewed interest in Artificial Intelligence (AI) recently has the potential to disrupt lots of industries with its capacity to bring intelligence that previously didn't exist to replace or at least augment many tasks. This ability to improve business performance through utilising vast amounts of data to provide insights otherwise inaccessible will drive investment and innovation.
2. There is an increasing focus on ethics and integrity that will pose potential corporate risk of ESG-related litigation. As new sustainability disclosure standards come into effect industries will have to grapple with the complexity and potential challenges to meet compliance obligations regarding these initiatives.
3. We expect the increasing cost of living pressures bought on in-part by the disrupted supply chains that have impacted many industries since COVID will continue to struggle keeping up with demand for technologies and services required to deliver better business outcomes for less. This is a perfect climate for innovation and big-picture thinking to drive economic growth for Queensland.

¹ Budget Strategy and Outlook 2023-2024



James Harman
Chief Executive Officer,
EDL

There is no time to waste if we are to achieve net zero emissions by 2050.

I see first-hand how our energy market structure, with its reliance on coal for firming, presents challenges to Queensland's decarbonisation journey.

Investment must be technology neutral, with a policy framework to deliver the greatest greenhouse gas reductions, while meeting energy needs at the most affordable cost.

The Queensland Energy and Jobs Plan (QEJP) is a bold start.

Transmission connected renewables will provide much of the power needed as conventional generation is phased out. Green hydrogen will take longer to develop but is also expected to eventually contribute to our energy supply.

But we must use every tool in the kit.

Biomethane from waste gases, and remote hybrid renewable microgrids are two solutions which must play larger roles in Queensland's energy transition.

Biomethane, as a renewable alternative to fossil natural gas, will be important to Queensland for three key reasons:

1. Powering high temperature industrial processes.
2. Helping decarbonise huge remote areas where grid connections are neither economically nor logistically viable.
3. Capitalising on increasing worldwide demand for low carbon liquid fuels made from biomethane, including Sustainable Aviation Fuel (SAF) and renewable diesel.

We know how to produce biomethane now (EDL already does so at scale in North America) and

Queensland has an abundance of bioenergy feedstocks. So, what's the holdup?

Biomethane is significantly cheaper than green hydrogen but currently more expensive to produce than natural gas. Introducing a Renewable Gas Target (RGT) would support progressive replacement of natural gas with biomethane and green hydrogen. Like the Renewable Electricity Target, it would provide the private sector confidence needed for investment while retaining flexibility to efficiently match supply and demand. This would help decarbonise industry, improve fuel security and create new jobs across the State.

Hybrid renewable microgrids can provide over 80% renewable energy to remote and fringe of grid industries and communities, using a combination of wind, solar, battery and some thermal back-up. And EDL has proven in many parts of remote Australia this can be achieved reliably and at low cost. Building generation close to load removes the need for long transmission wires to remote areas, which carry associated high costs, energy losses, and risk of interruption from severe weather events.

Developing biomethane and biofuels would also increase the fraction of renewable fuels used by microgrids, by displacing fossil fuel gas and diesel to run back-up generators.

We have the plan and foundations to reduce reliance on coal and natural gas and replace them with renewables, but support is needed through a Renewable Gas Target and microgrid development for remote customers for a more complete energy transition for Queensland.



Alison de Groot
Queensland Office Managing Partner,
EY



As we approach six months into the LNP Government's first term, it is worth taking stock of Queensland's economic performance, its strengths and weaknesses, and confirm a course to delivering enduring growth and economic prosperity for the state.

Below are three key areas that could feature in a long-term economic plan for Queensland.

The infrastructure-housing nexus

Housing is perhaps Queensland's most immediate challenge. We need more affordable housing and we need it in the right areas – near major developments, in regional centres and in higher density in urban areas. There are no simple solutions, and action on multiple fronts is needed:

- Releasing more land more rapidly and improving urban infill
- Fast-tracking enabling infrastructure
- Developing social and community services in new areas

The need for construction workers, tradespeople and engineers remains a major impediment. Resource demands must be balanced with other large-scale infrastructure projects, each with its own requirements for construction materials, labour and services.

The scale of the challenge may well warrant a 'big build' approach to housing. This could involve placing the construction of new homes on the same mega-project footing as the infrastructure pipeline. This may involve delaying or abandoning some planned projects, freeing up vital resources for housing construction.

Taking a whole-of-economy approach to the infrastructure-housing nexus could bring a range of benefits, such as enfranchising young people, reducing inequality and expanding socio-economic opportunities.

A resources powerhouse

The global energy transition will not occur without greater supply of minerals and metals. Queensland's renowned resources endowment, mature export supply chains, and leading environment, social and governance practices mean Queensland has a competitive advantage in supplying a transforming

global economy.

Further unlocking the critical minerals opportunity requires:

- More transparent and consultative government decision making, greater policy stability, and streamlined approvals processes
- Ensuring royalty regimes are competitive, with consideration of tax concessions for priority developments
- Further investment in common-user infrastructure, to support development and production of critical minerals
- Continued access to cost-effective and reliable energy, noting the renewable transition currently underway, and a skilled workforce supported by flexible education and training

Actioning this will help to reinforce Queensland's position as the best place in the country to attract major resources investment.

Reinvigorating tourism

Queensland's celebrated tourism sector faces significant challenges. There are bright spots in the sector, many built on unique natural assets like the Great Barrier Reef, the Wet Tropics, or the Gondwana Rainforests. Yet much of the sector grapples with flagging demand, endemic high costs, and complex approvals frameworks. The sector needs support to revitalise, recapitalise and maximise its growth potential.

There are several areas where urgent attention is needed:

- Streamline approvals for tourism developments, improving the investment environment
- Accelerate the pipeline of work (through a Sector Plan) that supports capital renewal and promotes sustainability
- Improve climate adaptation, recognising risks like extreme weather events and underinsurance

Achieving this will allow Queensland to build on one of its most globally recognised strengths and largest exports.



gadens

Shantal Read

Partner and Head of Brisbane Office,
Gadens

Creating a legacy: A legal sector for a strong future Queensland

Australia's sunshine state is on the cusp of a transformative decade. As businesses expand and new industries emerge, the legal profession plays a crucial role in navigating complex regulatory landscapes, fostering innovation, and ensuring that investment translates into long-term prosperity.

Queensland is set to become a leader in sustainable development; increased investment in renewable energy, artificial intelligence, biotechnology, and smart city initiatives is reshaping the economic landscape, requiring legal expertise in governance, risk management, and regulatory compliance. The expansion of these industries will drive new business opportunities, employment growth, and global investment, reinforcing the state's position as a competitive economic hub.

At Gadens, we have deep confidence in the strength and future of the Queensland economy. Our firm has taken significant, strategic steps to align with the state's growth trajectory, including a merger of our east coast partnerships—bringing together our teams in Brisbane, Adelaide, Melbourne, and Sydney—and expanding into the ACT market. Gadens' ambition is to be a truly independent, Australian law firm that puts Australian businesses, policies, people and communities at the centre of all we do.

These mergers enhance our capability to support businesses operating across Australia while allowing us to further invest in key markets, including Queensland. This commitment reflects our belief

in the state's economic resilience, its expanding industries, and the opportunities that lie ahead.

Over the next decade, legal professionals will be at the forefront of Queensland's evolution, helping businesses adapt to shifting regulations, foreign investment considerations, data security challenges, and emerging workforce laws. As Queensland builds on its strengths in trade, tourism, and advanced manufacturing, law firms will play a key role in advising on sustainability frameworks, intellectual property protection, and commercial partnerships that drive innovation.

The upcoming Olympic Games serve as a catalyst for some of this investment, but its impact extends far beyond the event itself. The long-term economic legacy will be defined by how Queensland leverages its growth momentum to create resilient, future-ready industries. Legal expertise is essential in shaping this vision, ensuring that businesses and government entities alike make strategic decisions that position the state for enduring success.

Gadens remains committed to supporting Queensland's future—guiding investment, strengthening governance, and building the frameworks that will support economic prosperity for decades to come.



Miriam Kent

**Chief Executive Officer,
Gallipoli Medical Research**

Queensland is well positioned to be a globally competitive, pioneering medical research hub.

Our internationally renowned research institutions rank in the world's top one per cent across 15 research fields¹. We boast more than 140 medical and health research institutes, and each of our nine universities offer courses in health, and maintain strong research connections with institutes and hospitals. The expertise of our world-leading researchers spans fields as diverse as cancer, vaccines, drug discovery, genomics, AI-enabled healthcare, and infection. With more than 200 sites, we are a major hub for clinical trials¹, due to our cost-effectiveness and diverse patient populations. Queensland's integrated research and health sector ensures that bench to bedside is achieved.

The value of our investment in medical research cannot be truly captured by its social and economic benefits, albeit their insights are tangible. Medical research underpins advancement in our understanding of illness and disease: it ensures we can cure, prevent, and treat that which we otherwise could not. From an economic perspective, nationally the sector employs 32 000 staff, the downstream impact of which is significant². For every dollar invested in medical research, Australians benefit by \$3.90, and as of 2016/17, our economy was \$2.6 billion larger due to medical research². The Australian Research and Development Tax Incentive, which offers tax offsets to fuel growth and technological advancement, further encourages investment in the sector.⁶

Despite this inherent societal value, Australia has fallen to 30th for research outputs and we rank near

the bottom of the OECD in commercialisation³. In early 2025, the Australian Financial Review referred to our slide in research and development as a 'national emergency'⁴.

It is a situation inevitably compounded by the current economic climate. According to the Association of Australian Medical Research Institutes: 50 per cent of institutes will reduce staffing this year; 64 per cent will reduce research; and 46 per cent cannot support the rising costs of data and technology services⁵. It paints a pessimistic picture of an industry underpinned, at its core, by optimism; we exist to create and translate knowledge for the betterment of society.

However, Queensland has the ingenuity and expertise to defy national trends, even in a tumultuous economic environment. Queensland's Future Science Strategy 2024-29 outlines the State Government's approach to develop commercialisation opportunities, drive innovation and attract the talent to ensure competitiveness and long-term sustainability⁷. It includes the establishment of a Science Advisory Council to advise on national and international research opportunities, funding, development and translation. Certainly, this is an important initiative and signifies major progress.

Sector-wide engagement and input will be critical—research institutions know of the incredible strength that comes from genuine collaboration, and a shared vision for the future. Gallipoli Medical Research is certainly committed to playing a leading role in the growth of Queensland's medical research sector.

¹Queensland Government, (2023). Inner-Brisbane Innovation and Knowledge Precinct Prospectus, www.health.qld.gov.au/_data/assets/pdf_file/0029/1276580/innovation-knowledge-precinct-prospectus.pdf. ²Association of Australian Medical Research Institutes, (2018). Economic Impact of Medical Research in Australia, www.aamri.org.au/wp-content/uploads/2018/10/Economic-Impact-of-Medical-Research-full-report.pdf. ³AusBiotech, (2025). AusBiotech and MTPConnect Joint Pre-Budget Submission Lays Pathway to Supercharge Australia's Life Sciences Sector, www.ausbiotech.org/news/ausbiotech-and-mtpconnect-joint-pre-budget-submission-lays-pathway-to-supercharge-australias-life-sciences-sector. ⁴Australian Financial Review, (2025). 'National emergency' as Australia falls \$25b short in R&D, www.afr.com/technology/national-emergency-as-australia-falls-25b-short-in-r-and-d-20250211-p51b51#:~:text=Ms%20Denholm%2C%20who%20was%20tapped,created%20a%20%E2%80%9Cnational%20emergency%E2%80%9D. ⁵Association of Australian Medical Research Institutes, (2024). Protecting Australia's Health And Medical Research Ecosystem – A Staged Approach. www.aamri.org.au/wp-content/uploads/2025/01/AAMRI-2025-26-Pre-Budget-Submission.pdf. ⁶Deloitte, (2021). Understanding the R&D Tax Incentive regime (November 2022), www.deloitte.com/au/en/services/tax/analysis/understanding-research-development-tax-incentive-regime.html. ⁷Queensland Government – Department of the Environment, Tourism, Science and Innovation, (2024). Future Queensland Science Strategy 2024–2029, www.science.desi.qld.gov.au/government/future-queensland-science-strategy.



Professor Carolyn Evans

Vice-Chancellor and President,
Griffith University

Education and the future workforce

The need for skilled employees is impacting almost every area of the Queensland workforce. As a Vice Chancellor of a university, I am regularly being asked by employers to ensure that we are graduating more people for their workforces – from health workers to engineers to teachers to cyber-security experts.

In addition, another set of voices are loudly discouraging young people from going to university because of the urgent workforce in areas such as construction, energy systems and hospitality.

The problem is there is simply not the workforce at present to fill these needs and, with migration options being closed down, our ability to rely on talent from overseas is diminishing.

There is no silver bullet to fix this problem but there are some actions we can take in education to improve the situation.

Rather than trying to play off graduating QCE students between the attractions of university versus TAFE, we need to find more ways to keep more students in school until the end of Year 12. The dropout rate at year 10 and 11 is increasing and those students who do not complete school tend to have much worse employment and life outcomes. While they may be able to find some employment in this very tight job market, once the economic cycle changes, they risk being stranded without the requisite qualifications to set them up for the long-term needs of the employment market.

Also, for schools and parents, be wary about the push to get students into applied subjects in the middle of their secondary schooling. While this is a very good option for some, those students who have academic ability should be encouraged to stay on an ATAR track which keeps all their options open. In particular, we need more students to study maths at a high level if we are going to fulfil the needs we have in engineering, computing, physics and other scientific areas.

Finally, the divisions between the State being responsible for schools and TAFE and the Commonwealth being responsible for universities means that our systems do not join up as easily as they should. All levels of government have committed to working on this and it has the potential to make a real difference to the lives of individuals and our broader economic prosperity.



Hastings Deering



Mark Scott

Managing Director and Chief Executive Officer,
Hastings Deering

Working together to build a future-ready resources workforce for Queensland

As Queensland's resources sector moves toward a more sustainable and technology-driven future, the skills required to navigate this transformation continue to evolve.

Emerging innovations like automation, the electrification of machines, and digitalisation are changing the way we work, and while these innovations will create new job opportunities, they also mean the skills of our workforce today will need to transform.

Today, the Resources Industry in Queensland contributes more than \$116 billion to our economy and employs over 60,000 people, making it one of the largest employers in the State.

To ensure we are future-ready, and to maximise Queensland's growth in the years ahead, continued investment in new skills and training is needed now to help us build our workforce for tomorrow. But we cannot do this alone. We need a practical and consistent legislative and policy framework alongside training support that creates opportunity for people without creating artificial pockets of competition between industries.

As a leading Caterpillar Dealership, at Hastings Deering our purpose is to partner to build a better future. Stronger partnerships between industry, Government and educational providers are needed to ensure training and qualifications reflect the real-world skills, knowledge, and capability required now and into the future.

We have made good progress to date but there is still more work to do. To fully embrace these emerging innovations, we would ask the State Government to work together with our industry leaders to help us to invest, prepare, train and upskill our current and future workforce to ensure Queensland continues to have a thriving and resilient resources sector.





Dr. Robyn Littlewood
Chief Executive Officer,
Health and Wellbeing Queensland

2032: More than a stadium

The legacy of the Olympics and Paralympics is so much more than where we put a stadium. It's a rare moment for a host city to invest in the future health and wellbeing of its people, and to project its values on a global stage.

Tokyo set an ambitious goal of 70% of adults engaging in weekly physical activity by the 2020 Olympics, up from 54% in 2012. Thanks to investments in public sports facilities, green spaces, and school programs, participation peaked at 69%. London's 2012 Olympics inspired children nationwide through its "Get Set" program, reaching 85% of schools and promoting the Olympic values of friendship, excellence, and respect. Beijing in 2008 paired its infrastructure upgrades with health campaigns that raised awareness of physical activity's benefits and the dangers of smoking, improving urban health and satisfaction.

The 2032 Brisbane Olympics and Paralympics are a once-in-a-lifetime opportunity for us to set up the next generation for success.

Australia is facing a health crisis: two in three adults and one in four children, live with overweight and obesity with Queensland exceeding the national average. This crisis is not due to a lack of personal responsibility or "laziness". Where we live, work, learn, play and age has a profound impact on our health and wellbeing. Our food systems, our ability to move

through the world or move at all, are deliberately and manipulatively set up to the detriment of our health and the health of our children.

2032 is not just the countdown to the Olympics – it's a deadline to reverse increasing obesity rates and decreasing life expectancy for our children. It is a ticking clock on the explosion of chronic diseases that will put our world-class health system, and society, under increasing pressure as we face the prospect of living fewer years overall but more of those years with sickness and disability.

The Games are a beacon of hope to so many chasing that golden moment, and they can be a beacon of hope for the future of Queenslanders. I believe in an Olympic legacy that puts health first and brings long-term benefits for our children and our children's children.

A true Olympic legacy means stadiums and venues that offer affordable, healthy food. It means spaces for safe, inclusive physical activity accessible to all ages and communities. It means cultivating lifelong habits of movement and prioritising health over convenience.

But most of all, I believe that we as Queenslanders can achieve this legacy and when billions of people from across the world look to us in 2032, our golden moment will be the promise of a long and healthy life.



Chris Mountford
Chief Executive Officer,
Independent Schools
Queensland

Addressing Queensland's School Infrastructure Shortfall

Queensland's growing population presents an increasing challenge for the education sector, particularly when it comes to establishing new schools. The complexities of the planning system, rising costs, and the lack of appropriately zoned land are creating significant barriers across all three school sectors—Independent, Catholic, and State.

In the past, from the 1970s to the 1990s, establishing schools in Queensland's suburban areas was relatively straightforward, thanks to available and affordable land. Today, however, this landscape has changed dramatically. Queensland's focus on consolidating growth in defined areas has significantly reduced the availability of affordable land, particularly in urban and greenfield areas.

Research commissioned by Independent Schools Queensland (ISQ) highlights a severe shortage of available school sites in priority growth areas. Adequate land has also not been set aside for future school students in existing Priority Development Areas (PDAs) under Economic Development Queensland (EDQ), potentially creating a serious school supply shortfall.

The cost to build new schools is also a significant barrier. A new school for approximately 1,000 students now costs upwards of \$100 million. Further ISQ research, based on 2024 Queensland Government Statisticians Office data, shows that roughly 100,000 school-aged children will call Queensland home over the next two decades. To accommodate the independent sector's share, about 13 new P-12 schools would need to be built by 2042, requiring roughly \$1.3 billion in investment. This is

unachievable without changes in how schools are coordinated, planned, funded, and developed across all sectors.

To avoid a future shortfall of this critical social infrastructure, governments must plan and act now. Failing to provide adequate schooling options could result in more students being absorbed by an increasingly stretched state school network. Education needs to be integrated within planning instruments, as current policies do not adequately plan for schools as essential social infrastructure.

One recommendation is to establish a School Planning and Delivery Taskforce. This taskforce should include representatives from the Independent, Catholic, and State School sectors, along with Treasury, Economic Development Queensland, the Department of Education, and the Department of Planning. The taskforce should explore how the planning system can prioritise land for new schools and remove barriers to their establishment.

Options include unlocking government land through ground leases to non-government schools, extending no-interest loans for catalytic infrastructure, providing land tax concessions for landholders leasing to non-profit schools, allowing developers to offset land costs for new schools, and working with local governments to fast-track rezoning of land in established areas.

Implementing these recommendations will ensure Queensland's educational infrastructure keeps pace with its growing population, providing adequate schooling options for all students.



Terry Weber
Regional Manager, QLD, NT & PNG,
Cisco



Queensland: The Innovation State – Making Australia Make Again

Queensland stands at a crossroads: we can continue on a path of incremental progress, or we can seize the moment to redefine our future. Inspired by Prof. John Fraser AO at the QFI Blue Sky breakfast, the 'Make Australia Make Again' (MAMA) movement is more than a slogan—it's a call to action. To secure our state's long-term prosperity, we must invest boldly in innovation, research, and talent development, leveraging collaboration across industries, academia, and government.

For too long, Australia has lagged in innovation investment, as reflected in the flat-lining Global Innovation Index. We have the talent, resources, and ambition, but we haven't embedded a culture of reinvention at the scale needed to compete globally. Queensland has a unique opportunity to take the lead. Our state has the capability, the appetite for collaboration, and the potential to become Australia's innovation and digital epicentre for the Asia-Pacific region.

On the horizon, Queensland will see the introduction of multiple new mega data centres designed to support AI-driven industries. We're witnessing transformative infrastructure projects, including Cross River Rail and expansions at Brisbane's Domestic and International Airports. The upcoming Brisbane 2032 Olympic and Paralympic Games will further accelerate demand for digital skills, innovation, and technology capabilities, drawing national and global attention. The key question is: how will Queensland businesses, leaders, and communities capitalise on this opportunity?

One way Queensland is responding to this innovation demand curve is through Innovation Central Brisbane (ICB), an innovation hub co-founded by Cisco and QUT. ICB serves as a front door for industry and government to collaborate with academia and big tech, accelerating innovation and developing the talent pipeline that will drive Queensland's future. Through digital skills programs, student-led industry-funded prototyping, applied research, and collaborative knowledge-sharing, ICB demonstrates the power of connected partnerships. As a founding member of the National Industry Innovation Network (NIIN), ICB enables Queensland to scale its impact nationally and globally.

But we must do more. Queensland has the potential to lead in AI, cybersecurity, and advanced manufacturing, with world-class experts and companies already here. However, without decisive investment from both the public and private sectors, these ambitions will remain unrealised. We need incentives for businesses to collaborate on innovation, courageous R&D funding, and a shift in mindset that prioritises innovation as a national imperative.

The next decade is ours to shape. By embracing MAMA principles, Queensland can position itself as a leader in technology, economic resilience, and sustainability. The choice is ours—let's make Queensland the Innovation State.



Michael Hiller
Queensland State Chair,
KPMG

Queensland is faced with unprecedented levels of infrastructure investment requirements. This is underpinned by the need to transition power generation to renewable sources, delivering the infrastructure required for the 2032 games and addressing mounting pressures on infrastructure networks (in both housing and transport portfolios) which have struggled to keep pace with the State's decade long rapid population growth.

The incoming government is faced with these potential trade-off decisions that will have ramifications for infrastructure policy over generations to come. The challenge is the allocation of resources (funding and workforce) in an environment of competing priorities, and at a time where many jurisdictions are also grappling with high infrastructure investment needs. Setting, prioritising, and delivering a long-term focused infrastructure pipeline will be crucial to mitigating potential distortions created from a period of boom investment.

Escalating project costs, higher interest rates, and strained public finances further complicate this issue. Additionally, competing public objectives, such as massive investments needed for transitioning to a lower-carbon energy system, exacerbate the difficulty of funding large-scale infrastructure projects. Finding the right balance will remain a critical challenge for the government when allocating resources.

The economic and social consequences of failing to make timely investments in infrastructure are significant. For example, an inadequate transport system inhibits connectivity, impacts economic efficiency, and degrades the quality of life. The

extended timelines required for planning, designing, and delivering nation-building projects mean that delayed action can have long-lasting detrimental effects.

The long-term benefits of nation-building infrastructure projects often compete with the short-term gains of smaller, immediate projects. This imbalance can result in prioritising short-term fixes over necessary long-term solutions, ultimately impacting the overall efficiency and effectiveness of the infrastructure network.

A reactive approach to infrastructure, characterised by ad hoc additions to capacity, leads to increasing costs and inefficiencies. Proactive, transformative projects, although challenging, are crucial to meet long-term demands and prevent massive future costs associated with catch-up development.

The primary challenge for the new government is to navigate these complex and related issues to prioritise proactive investment in nation-building infrastructure beyond election cycles to secure economic and social benefits for future generations.

Government needs to be bold and ambitious in setting a long-term pipeline that addresses these issues. This will require reform activity to address productivity issues (particularly in construction) and genuine innovative engagement with the private sector to set and deliver the pipeline to the benefit of all Queenslanders.





Councillor Greg Williamson
Mayor,
Mackay Regional Council

Diversifying the State's economy for a sustainable future

One thing is clear on any analysis of Queensland's economic future – diversification will be essential.

Mackay is the major population centre in the Greater Whitsunday Region which promotes itself as one of the World's most diverse economic regions – home to established and emerging industries delivering a Gross Regional Product (GRP) around \$45.122 billion – about nine per cent of the state's total economic output.

Resources, agriculture and tourism underpin that GRP, but those sectors also present significant diversification potential. It is our expertise in the region's established industries which is providing the solid foundation for emerging industries like renewable energy, biotechnology, advanced manufacturing and automation.

In the resources sector our Resources Centre of Excellence (RCOE) represents the epicentre of innovation in Mackay, supporting not only the mining industry but also the development of new technologies and practices.

Stage two of this facility is currently under way. The Future Industries Hub will champion new industries; have a pilot processing plant to support critical minerals; reprocess tailings; and develop potential for precious metals. It will focus on training and research and development; grow industry connections and partnerships; gain greater exposure to agriculture, sugar and the bio futures sectors; and lead technology-based initiatives. Our RCOE - 2 is focussed on a sustainable future.

One of the most exciting sustainable future focus areas for us is in biomanufacturing.

Our aim – unashamedly – is to become the Silicon Valley of Queensland. To attract the talent, investment and opportunity that will build Australia's bio future.

With a well-established agriculture sector, we can provide the biofutures industry access to one of the world's most energy-dense and productive biomass feedstocks - sugar cane.

Sugar as a feedstock, and an industry hub already boasting significant world IP, has attracted the announcement of a First-of-its-Kind biomanufacturing facility in Mackay.

Cauldron Bio-fab Mackay will have the manufacturing capacity to supply a range of sectors with cost-effective, resource-efficient bioproducts. With projected annual production of more than 1,000 tonnes, the facility will produce key inputs for the food, nutrition, materials, beauty, personal care, chemicals, and biofuels sectors.

Our region recognises the huge potential in diversification.

We have already demonstrated we are well underway with future-proofing our current industry sectors and building a future economic base on diversification.

Council plays its part by investing in both our workforce and our community.

Our strategic focus is on liveability and livelihood.

Mackay is ready to lead Queensland's transformation, and to become a beacon of growth and opportunity.



Cem Ozenc

Corporate Vice President
and General Manager Oceania,
Novo Nordisk



Maximising Queensland's Future by Tackling Obesity

As we look towards maximising Queensland's future growth, it is crucial to acknowledge and address one of the state's most pressing health challenges: Obesity. While it is a chronic disease on its own, Obesity also acts as a gateway to numerous other chronic diseases. Addressing the obesity crisis is, therefore, essential for developing sustainable healthcare solutions and managing public budgets effectively.

A recent report by Health and Wellbeing Queensland underscores the profound impact of obesity on life expectancy in the state. **With 25% of Queensland children and adolescents aged 2-17 being overweight or obese**, the resulting morbidity and mortality rates threaten to significantly reduce life expectancy.

For the Queensland 2023 birth cohort, this could mean a life expectancy drop of up to 4 years, potentially reversing a century-long trend of increased life expectancy.¹

Addressing childhood obesity is not just a matter of improving individual health outcomes but is integral to the broader public health strategy. Prevention programs can both improve health and save money.

That is why we are proud to have launched our global program Cities for Better Health in Logan. Cities for Better Health is a public-private partnership committed to accelerating change in urban health across generations by building impactful local partnerships to drive health promotion and prevention.

Implementing these programs requires widespread social license and community support. Queenslanders must understand that childhood obesity is not solely a parental issue but a societal

one that demands systemic change. Effective policy interventions can only be achieved with collective acknowledgment of the gravity of the situation and the acceptance that maintaining a healthy weight for children extends beyond individual responsibility.

Our approach at Novo Nordisk emphasises a holistic and integrated strategy. By partnering with patients, policymakers, healthcare professionals, and non-governmental organisations, we aim to build comprehensive solutions that address the multifaceted nature of obesity. Our commitment is reflected in our efforts to promote healthier lifestyles, improve access to effective treatments, and support community-based programs.

Tackling obesity in Queensland requires a concerted effort from all sectors of society. By implementing evidence-based policies, fostering community engagement, and supporting innovative treatments, we can create a healthier future for Queensland.

Novo Nordisk is committed to this charge and working collaboratively to ensure that the next generation can look forward to longer, healthier lives.

Together let's make 2025 a year of impactful health initiatives for Queensland.

¹ https://hw.qld.gov.au/wp-content/uploads/2022/10/HWQld_Impact-of-Obesity-on-Life-Expectancy-in-Queensland-October-2022.pdf



Steve Laidlaw
Chief Executive Officer,
People First Bank

Queensland will continue to benefit from the shifting balance of power and population within Australia in the coming years. With strong population growth and net interstate migration, Queensland's potential as a leading economic powerhouse is increasingly clear, with major developments across key industries such as infrastructure, technology and energy.

To fully capitalise on these opportunities, several key areas should be prioritised. First and foremost, the housing shortage must be addressed. Communities need affordable housing close to where people live and work, as it is fundamental to fostering strong, vibrant communities. People First Bank encourages the Queensland Government to take bold action to increase housing availability and affordability to ensure the state's continued prosperity.

In addition to housing, managing the increasing risks posed by natural hazards is crucial. Queensland faces significant risks from changes in temperature, rainfall, sea level and increasing extreme weather events due to climate change. These risks can no longer be treated as outliers. Governments, businesses and communities need to work together to integrate natural hazard risk management into their day-to-day operations, making it a core part of planning and development. This will build greater resilience and, by doing so, Queensland can better prepare for future events and reduce their potential negative impacts.

As part of the broader climate transition, Queensland also has the opportunity to lead in reducing carbon emissions. People First Bank urges the government to maintain its focus on increasing renewable energy

uptake, which will deliver environmental benefits and lower energy costs. As a bank committed to sustainable practices, we consider our financed emissions as part of our environmental impact, which are significantly impacted by the emissions from properties connected to Queensland's power grid. Since 40% of our lending portfolio is in Queensland, the state's high-emissions grid significantly impacts our overall carbon footprint. The transition to cleaner energy, alongside comprehensive planning for extreme weather, will be key to managing climate risk.

From a financial services perspective, Queensland also has a unique opportunity to lead in promoting customer-owned banking. Consumers are increasingly seeking out more purpose-driven, environmentally and community-oriented organisations like People First Bank. We are Australia's largest customer-owned bank with \$24.5 billion in assets and more than 700,000 customers Australia-wide. With a strong presence of mutual financial institutions, Queensland is positioned to become a hub for customer-owned banks, fostering a financial services sector built on purpose, trust and the Queensland spirit.



Neil Stephens
Chief Executive Officer,
Port of Brisbane

A horizon filled with optimism and opportunity

2025 marks the 15th anniversary of the privatisation of Port of Brisbane, but the history of trade along the Brisbane River goes back some 150 years.

Today, Port of Brisbane continues to connect our city, our region and state to global trade markets and remains the economic heartbeat of Queensland contributing \$11 billion in FY2024 and supporting more than 73,000 jobs; 10,300 of these within the port precinct.

As the Port continues to grow, we remain committed to the local community. Anchored by major initiatives such as our community partnerships program and Reconciliation Action Plan, we're a proud and active member of the community in which we operate.

Building and sustaining enduring partnerships with our customers, community and stakeholders will be increasingly important.

Enduring issues such as addressing the state's growing population, meeting the massive renewables effort, creating better social and housing outcomes, and delivering an Olympics legacy will be major policy and leadership challenges in the coming period.

Not one government or private sector organisation can solve these matters. There must be a willingness and alignment to work together to achieve desired outcomes for the benefit of the state.

Our focus is on a positive future.

At Port of Brisbane, sustainability is critical to our overarching success. We've made great progress on our sustainability journey, achieving net zero emissions (scope 1 and 2, with offsets) ahead of schedule.

As we and our customers seek to decarbonise operations, the energy transition brings both challenges and opportunities; responding to and leveraging these will require significant industry and government innovation, collaboration and investment.

Alongside energy, our core focus remains on initiatives that enhance critical export and import links to world markets.

Currently, more than 98% of the Port's container trade is transported to and from the Port by road. In many leading international cities, upwards of 20-30% of freight travels by rail, delivering benefits in terms of efficiency, cost and emissions reductions. Investment in a freight hub at Ebenezer with a dedicated freight rail connection to the Port of Brisbane is a vision which would be transformational for Queensland.

There is no trade link more critical to the Port than the navigational channel and we look forward to progressing our proposal for the Channel Enhancement Project to help future proof the channel and accommodate larger ships in the future.

Looking even further into the future, we're developing our PortBris 2060 which seeks to articulate a vision for the Port for the next 35 years. It will address major trends such as infrastructure investment, technological innovation, digital transformation, energy sustainability, diversification and community.

This blueprint will help guide long-term decision making and working together, we truly can be 'here for the future'.



Kylie Rampa
Chief Executive Officer,
QIC

Building financial services capacity and capability through talent attraction and retention

If Queensland is to take full advantage of emerging opportunities for economic growth and development, building capacity and capability within the financial services sector will be critical.

That starts by addressing immediate and future workforce needs and ensuring a sustainable pipeline of local, high-calibre talent is cultivated.

In a market that is fiercely competitive at both a national and global level, are we doing all we can to attract and retain our best and brightest?

While remuneration is a major consideration, it is only one part of the solution. Ongoing opportunities for career progression send an important message – that Queensland is a place where you can build a career and succeed.

We have made inroads in busting the misconception that Sydney and Melbourne hold a monopoly over employment opportunities in finance. That's evidenced by Queensland employment in the sector outstripping New South Wales and Victoria at 38 per cent in the last five years. But we can't afford to rest on our laurels.

Queensland's renowned, world-class universities and training institutions present a distinct competitive advantage. I believe more can and should be done to tap into our local graduate talent pool and provide exposure across the value chain – from corporate finance to investment, fintech and regulation. Without pathways and 'foot in the door' opportunities, we risk losing valuable talent to other markets, which we can ill afford to do.

A collective commitment to nurturing this talent represents a significant, long-term investment in Queensland's future, because a strong economy needs a strong finance sector. A strong finance sector needs capacity and capability to help Queenslanders save, invest and build shared wealth.





Kieran Cusack
Chief Executive Officer,
Queensland Hydro

Pumped hydro is the key to the energy transition

Queensland's energy system is critical to our economy and our way of life.

Our electricity network is an impressive piece of largely public infrastructure. Queensland has a proud history as an energy pioneer. The Brisbane General Post Office and surrounding shops became the first customers of electricity in Australia in 1888.

Today this energy network spans over 1,700km of infrastructure, supplies energy to 2.1 million households and 5.5 million residents and large-scale industries including mining and coal seam gas. It supplies over 22,300MW of generating capacity and supports an economy generating \$503 billion in output (2022-23). It has a peak system demand record of 11,055MW (January 2024). Today this network includes 8,130MW of coal-fired generation or more than 60% of the total energy supplied.

The role of coal can't be understated. The transition away from coal-fired power needs to be carefully managed to ensure system reliability is maintained and our economy not adversely impacted. But the winds of change are upon us.

Global trading partners are increasingly demanding a reduction of CO2 on Queensland exports. A total of 195 countries across the globe signed the Paris Agreement committing to an emission reduction target of 43% below 2005 levels by 2035. The Australian Government is a signatory. International trading partners for both Australia and Queensland are establishing tariffs on emissions intensive trade.

Our major energy users are demanding change. Key industries in Queensland are committed to net zero by 2050. This includes Coles and Woolworths, Suncorp,

the Bank of Queensland, Aurizon and major miners BHP, Glencore, the New Hope Group and Rio Tinto.

A failure to respond will place Queensland at a disadvantage in the global economy.

Queensland's strong solar resource and evening wind profiles are a competitive advantage – but system reliability requires action to mitigate variability. Queensland also has the highest take-up of rooftop solar globally, an increasing challenge to network reliability.

To maximise the competitive advantage of Queensland's solar and wind resources, a portfolio of storage is critical to maintain system reliability and stability. Long duration to short to medium duration pumped hydro, as well as batteries all have a role to play. Of the storage options available only long duration hydro can provide the assurance to manage the risk of renewable droughts and maintain system stability and reliability. It remains the cheapest form of energy available and provides the foundation from which to build a storage portfolio to allow the transition away from coal.

The size, scale and cost of long duration pumped hydro means Government will inevitably need to play a leading role. But global experience demonstrates that there is an opportunity for private sector investment to help deliver the portfolio of storage projects needed to meet the needs of our energy transition.

Government leadership, in collaboration with experienced private sector partners, will give Queensland its best chance of a successful transition and the economic benefits it will deliver.



Leon Allen
Past Chief Executive Officer,
Queensland Treasury Corporation

As the central financing authority for the Queensland Government, Queensland Treasury Corporation (QTC) supports the state's growth and prosperity by delivering cost-effective borrowings for the State through an established funding program and strong investor relationships. Operating in global markets, we want to be a world-leading financial partner to government, as we focus on enhancing and protecting Queensland's financial interests.

The 2023-24 financial year saw the continuation of challenging economic and market conditions globally and domestically. Bond markets continued to be volatile, responding to evolving policy settings of central banks around the world addressing post-pandemic inflationary pressures.

Despite the challenges, QTC's reputation as an established semi-government issuer enabled it to achieve its target program of \$14.5 billion in issuance in the 2023-24 financial year. In doing so, QTC continued to deliver material benefits to the state, through cost-effective borrowing, risk management, on-lending and cash management.

Demand for Queensland Government bonds remains solid, with a diverse range of domestic and international buyers seeking exposure to the State's economy.

A key priority is continued diversification of QTC's product mix and investor base, reducing risk and enhancing value for Queensland. So far, this 2024-25 financial year, we have seen strong support from investors in our syndicated bond transactions, including higher offshore participation compared to previous years.

QTC remains committed to transparency in our funding program and ensuring regular outreach with investors, virtually and in-person. QTC benefits significantly from partnering with the Queensland Government to engage with key domestic and offshore bond investors.

Collaboration across all sectors, optimising financial outcomes and continued investment in skills is critical to ensuring Queensland's future prosperity and productivity. QTC operates a dedicated government advisory function, working in partnership with State Government departments to solve complex commercial, policy and economic issues. As their primary lender, QTC also works closely with Queensland Government Owned Corporations and local governments in providing financial and risk management advice and services.

In collaboration with Queensland universities, QTC's Public Education Program offers targeted financial education for public sector clients, further enhancing capability outcomes for Queenslanders.

By continuing to focus on protecting and advancing the financial interests of Queensland through cost-effective financing, advice, and financial innovation, QTC is playing its part in supporting a more resilient and dynamic economy and Queensland's long-term growth and prosperity.



Brian Restall

Managing Director, Regional Leader - Australia,
Quinbrook Infrastructure Partners

Globalisation's recent focus on price alone as the major factor in locating manufacturing facilities has resulted in many nations' supply chain sovereignty being significantly eroded. From the separation and refining of rare earth elements, the manufacture of solar cells and/or the development of long duration grid scale batteries there is a concentration of supply chain reliance on certain regions that has resulted in national sovereignty concerns for some nations.

Queensland is blessed with three key factor endowments that puts it at the heart of the changing geopolitical and trade priorities needed to recapture this national supply chain sovereignty. Firstly, we are blessed with abundant solar and wind resources that allow us to generate cleaner energy than many of our competitors to power new manufacturing loads. Secondly, Queensland is blessed with the critical mineral resources that are in demand for the new supply chains being developed now. Thirdly, Queensland is seen as a globally stable destination to invest in that has a skilled workforce.

In bringing these factors together, Queensland has the opportunity to transition our economy from one based on simply digging and shipping resources (71% of our exports by value in the 12 months to September 2024) to one which adds value to our natural resources in Queensland, creating more wealth and job opportunities for all Queenslanders.

Quinbrook's portfolio of projects aims to facilitate this opportunity. In northern Queensland we are sponsoring the investigation of high purity quartz resources and the processing needed to produce low emissions silicon and polysilicon from them. These high value products are critical inputs for solar cells.

In central Queensland we are investing in magnetite and a green iron facility which can use Queensland's renewable energy to convert the lower value magnetite into higher value iron with very low embedded emissions.

In southern Queensland, Quinbrook is building Queensland's largest battery project, which will put downward pressure on power prices while reducing the risk of blackouts for Queensland electricity users.

These opportunities are part of a global race. Competition for capital to leverage the energy transition is intense, and only the most attractive destinations will capture the growth the transition will deliver. We believe that the missing element for Queensland is the replacement of our fragmented approvals process with a world class regulatory framework to deliver a "quick no" or a "negotiated yes" for stringent but accelerated approval of projects. This will enable Queensland to reap the benefits of the transition before we are again outcompeted by economies which have less factor endowment but are nimbler and more focussed.



Professor Margaret Sheil AO

Vice-Chancellor and President,
Queensland University of Technology

Queensland stands on the verge of an exciting era in which our state can consolidate its status as a key player in the clean energy transition, and as an innovation hub.

As the Queensland Government maps its agenda for 2025 and beyond, it is important that we collectively look to capitalise on the enormous ongoing growth opportunities around renewable energy and innovation.

There will be considerable manufacturing opportunities as research and technology continue to underpin the renewable energy sector. QUT is leading the way in research collaborations to address future energy needs, backed by powerful partnerships with industry, government and academia.

At QUT, we create more than just the transformative education that sets graduates up for careers aligned with future job markets. Universities such as ours also drive game-changing research that makes a real-world difference.

In this way, the university sector will help Queensland meet future demand for energy efficiency and storage capability. In a collaboration celebrated through the launch of both the federal and state government battery strategies, the QUT Banyo Advanced Battery Facility is incorporating research with real-world technology, training, testing and safety.

QUT has led the Minerals to Megawatts Cooperative Research Centre application and is working with university and industry partners on renewable tech capability and storage, along with low-cost solar and

wind-generated energy. Leading by example will be important and at QUT, half of all our campus power comes from the Columboola Solar Farm on the Western Downs.

Continued research funding and commercialisation capitalisation will enable further breakthroughs in battery, solar, hydrogen and biofuel capabilities. The integration of research and technologies to enhance sustainable supply chains will be critical on the road towards net zero.

Advanced mining techniques are another key element in emissions reduction strategies and with Queensland rich in critical mineral stocks, QUT and Lava Blue are collaborating with industry partners at Redlands to develop the critical minerals needed for battery technology.

There are economic, environmental and societal opportunities as AI and quantum developments drive science, engineering, biomedicine and biomanufacturing. These technologies will also play a vital role in the health sector, as digital enablement and literacy lead to workforce creation and further breakthroughs in patient access, equity and treatment.

Collectively, Queensland is embarking on one of this state's most pivotal chapters. In the run-up to Brisbane 2032, all sectors can seize the opportunity to unite in building a legacy which benefits all future Queenslanders.



Councillor Jos Mitchell
Mayor,
Redland City Council

Maximising Queensland's Future Growth

Queensland is uniquely positioned to harness its vast potential and drive forward into a future of innovative growth and prosperity. Our state, rich in natural resources, diverse communities, and resilient spirit, has all the ingredients necessary to become a force of sustainable development and economic resilience.

Embracing Innovation and Technology

We are seeing increasing recognition of the social benefits our state provides in terms of climate, proximity to work and relative affordability. This is leading to increasing investment and growth across a number of Queensland's local government areas. It's these valued aspects of lifestyle that should be at the forefront of our urban planning.

New opportunities in industry are also shaping the positioning of our population growth. By fostering a culture of creativity and supporting our local entrepreneurs, we can transform Queensland into a hub for cutting-edge industries. This means investing in research and development, providing incentives for startups, and ensuring our education system equips the next generation with the skills they need to thrive in a rapidly changing world.

Balancing Traditional and Emerging Industries

Queensland's traditional industries, such as mining and agriculture, have long been the backbone of our economy. However, the rise of new and emerging industries presents unrealised opportunities. All levels of government also need to think ahead and plan for the social impacts that will come with that change. This includes retraining programs for workers, fostering collaboration between sectors, and ensuring that the benefits of growth are shared equitably.

Several emerging industries are attracting investment and could impact Queensland's future growth. These include:

- Renewable Energy Manufacturing and Infrastructure Development: Leveraging Queensland's abundant natural resources to produce clean energy and build the necessary infrastructure.
- Bioeconomy: Including sustainable aviation fuel and other bio-based products.
- AI-Enabled Healthcare: Using artificial intelligence to improve health outcomes and system efficiencies.
- Additive Biomanufacturing: Creating customised medical devices and body parts through advanced manufacturing processes.

Maximising Queensland's future growth requires a multifaceted approach that embraces innovation, sustainability, infrastructure development, community engagement, and economic diversification. It's imperative that we have a clear vision and we get our planning mechanisms fine-tuned to cater for the differences across our state. We want to ensure our processes and opportunities are attractive to investors, visitors and our state's urban and regional residents.



Kevin Mercer
Chief Executive Officer,
St Vincent de Paul
Society Queensland

The St Vincent de Paul Society (The Society) is committed to working to shape a more just and compassionate Queensland. After seeing first-hand the impact of the housing and cost of living crisis on our most vulnerable residents, we remain hopeful about Queensland's future growth prospects and the opportunity they bring to improve the living standards of our citizens and communities across the state.

Leading into the recent State election, our Election Statement promoted a message of 'Home, Hope and Dignity' to our political leaders of all political parties and independents.

We were pleased to see all major political parties commit to long-term housing targets, including social and affordable housing targets.

However, through our work with Queenslanders impacted by the rising cost of housing, we can attest that an accelerated delivery of these projects will be of significant short and long-term benefit and will prevent further Queenslanders from falling into homelessness.

We would like to see the Crisafulli Government commit to accelerating social and affordable housing build targets to 5,000 a year over each year of their four-year term – 20,000 over their first term.

Over the last few years of our housing and cost of living crisis we have seen new groups of people reaching out to the Society for support – working families, essential workers, those on income supports such as the NDIS and the aged pension struggling to make ends meet or find access to appropriate

and affordable accommodation. The last few years has also taken a significantly hard toll on low-income Queenslanders, including those relying on JobSeeker to survive.

All across Queensland, we have seen more tents, rough sleepers, people sleeping in cars and crisis accommodation facilities at full capacity. There is an unacceptable widening gap in our social structure that requires immediate effective action.

Furthermore, to ensure that housing becomes a dignified, safe, secure and a long term home for their tenants, appropriate provision and access to specialist support services such as mental health, addiction, financial counselling, domestic and family violence, and good tenancy management are needed, alongside cost of living relief to ensure rents are affordable, families are well fed, basic bills are paid and kids can attend school with dignity.

To ensure Queensland's future growth opportunities are maximised, Queensland needs a strong social foundation, that supports and develops the capacity of its communities (urban, regional and remote), through their workforce, their families, their education, their health and wellbeing. Only then will the hope of those future growth opportunities be realised and maximised for the benefit of all Queenslanders.



Steve Johnston
Chief Executive Officer
and Managing Director,
Suncorp Group



Like many across the country, Queenslanders continue to face into the challenge of insurance affordability. There are a number of factors contributing to this; the prevalence of extreme weather, increased reinsurance costs and elevated repair and claims costs.

Despite a less intense disaster season compared to previous years, we've still seen too many people impacted by extreme weather. Communities in the north of our state left devastated by the effects of ex-Tropical Cyclones Jasper and Kirrily in late 2023 have worked to recover and rebuild, as have those impacted by the Christmas and Boxing Day storms in southeast Queensland not long after. Since that time, many more lives and livelihoods have been disrupted by damaging storms, floods and bushfires right across the country, including the widespread heavy rain and flooding that impacted several North Queensland communities earlier this year.

In the last five years alone, Suncorp has dealt with more than 700,000 natural hazard claims at a gross cost of around \$9 billion, while the cost of reinsurance and natural hazard allowances has increased by more than \$1bn over the same period. Of course, the costs to society of such events are a wide multiple of the cost of the physical rebuild.

While we can't prevent natural disasters from occurring, we can reduce our exposure to them. Put simply, the best way to bring down the cost of insurance is to reduce risk. And the best way to reduce risk is to invest in resilience and mitigation initiatives.

That includes investing more in resilience infrastructure, supporting homeowners in reducing their own risks, and stopping building homes where they should never be built. We must also ensure that in the rush to address the current housing shortages, mistakes of the past are not repeated, putting even more Queenslanders in harm's way. Inefficient taxes and charges, which disproportionately impact high-risk, low-income households, also need to be removed from insurance policies.

We've seen encouraging progress, with funding commitments made by both State and Federal governments, however, a plan to build a more resilient Australia must be at the top of the national agenda. It is a topic well worthy of debate at the forthcoming federal election.

There is a healthy pipeline of ready-to-go resilience projects sitting on bureaucratic desks awaiting funding. And importantly, we have a consensus among the government, opposition, insurers and other key stakeholders, including the banks, that collective action is required.



John Tucker
Chief Executive Officer,
TAFE Queensland

To ensure a workforce with the skills and capability that industry needs, skills training is vital and more important than ever. Providing innovative training solutions to meet current, emerging and future industries, will ensure Queenslanders are prepared for the jobs of the future.

To support this, in 2024 the Australian and Queensland Governments announced their joint investment in two Queensland TAFE Centres of Excellence.

In July 2024, the \$35 million five-year investment in a TAFE Centre of Excellence – Health Care and Support was announced. This initiative will strengthen the capability and capacity for the essential care and support sector through innovative health care training addressing critical skills gaps in health, nursing and community services.

Queensland's second TAFE Centre of Excellence – Clean Energy (Batteries), was announced in September 2024 with a joint investment of \$20 million over five years. This initiative will drive growth in the clean energy sector by improving and innovating training for clean energy battery technologies, not just in Queensland but across Australia.

Working in partnership with state and national stakeholders, the initiative will provide more Queenslanders with the skills to design, install, operate and maintain renewable energy systems and batteries, supporting the national transition to clean energy and achieving net zero emissions.

Both Centres of Excellence will leverage TAFE Queensland's state-wide footprint across rural and regional communities to address place-based

workforce needs and respond to challenges in their respected industries.

There is an ever increasing demand for tailored, flexible and adaptive training delivery.

To support this, TAFE Queensland received funding of \$13.075 million through the Regional Economic Futures Fund (REFF), to help Queensland regions seize new-industry development opportunities presented by global decarbonisation.

This funding will allow TAFE Queensland to lead the development of resources and delivery of training and provide a mobile renewable energy training facility in various regional and remote locations across the state.

These projects will support community prosperity by increasing long-term sustainable employment and increasing investment in economic development.

TAFE Queensland's state-wide delivery model supports our commitment to working with students from a wide range of socio-economic and cultural backgrounds, in regional and remote locations and with diverse needs. Our responsive approach allows us to adapt our offerings to meet the needs of local industries and strengthens local communities.

As the state's largest provider of vocational education and training, TAFE Queensland will continue to work collaboratively with government, industry and local communities to deliver training to support economic growth and support communities.



Professor Scott Bell

Past Chief Executive Officer,
Translational Research Institute



Growth of BioTech and MedTech in Queensland: Can we deliver on the potential?

Over the last 15 years Queensland has had strong BioTech and MedTech growth. [Deloitte research](#) estimates \$1.9 billion of value will be added to the State's economy by 2026, thanks to our burgeoning biomedical industry. Sector jobs will likely increase by 40 per cent too as locally grown early-stage spinouts emerge from Universities and Medical Research Institutes (MRIs).

Licence deals remain an important path for commercialisation by tech transfer offices such as UniQuest (eg. [Vicebio](#)). There is also growing desire from researchers to retain involvement in the next stage of R&D (eg. [Infensa Bioscience](#)). An ever-present risk (and opportunity) for rapidly growing startups is potential buy-out from international pharmaceutical or diagnostic companies.

Three key issues challenge the ongoing growth of Queensland's biomedical sector:

1. Ensuring a sustainable pipeline of new start-ups

[The Australian](#) recently featured Queensland-based start-up innovators including [EMVision](#) and [VAXXAS](#). Careful interrogation of innovative and novel opportunities is required by our Universities, MRIs and their tech transfer/commercialisation offices. For early-stage companies, seed funding like [Brandon Biocatalyst Cureator](#) is vital, as is mentoring through [accelerator programs](#).

2. Retention and Attraction programs

The attraction of Sanofi and the establishment the [Translational Science Hub](#) cements Queensland as a location for global pharmaceutical innovators.

Australia's R&D tax incentives attract early-stage companies, combined with a favourable regulatory framework for early clinical trials and excellence in trial delivery and clinical care.

But rapidly growing companies require ongoing stabilisation, like the Queensland Government's support and investment in VAXXAS' new Brisbane cGMP facility.

Our industry attraction efforts must also mature. Strong promotion of a clear, co-ordinated and cohesive source of truth for international companies looking to do biomedical business in Queensland is vital.

Researchers should sharpen their focus too. Programs to awaken the entrepreneurial mindset are available via Universities and MRIs, but only to limited numbers. At the [Translational Research Institute](#), we invested \$280,000 to build a Translational Pathways program to develop these skills in early to mid-career researchers. New funding obtained across 142 program participants since 2021 represents a \$13 million return on our investment. Extraordinary dividends, but we can access more.

Supply and training of a highly skilled biomedical workforce requires seamless collaboration from industry, tertiary educators and all government levels, ensuring unison of policy settings, planning and investment.

3. Funding for the ongoing development of BioTech and MedTech companies

Australia's small population limits capital access. Last month, [VAXXAS](#) began a \$100 million private round capital raise to fund manufacturing scale up and clinical trials for three vaccine candidates. Innovative approaches can grow the investment pool for scaling startups. From international funding options to growth superannuation providers investing for higher-risk portfolios, bold thinking tethers brilliant ideas onshore.

Queensland has amazing potential but needs to "grasp the nettle" immediately to turn these challenges into opportunity for both the sector and the wider community good.



Emeritus Professor Ian Frazer AC

Chair,
Translational Research
Institute Foundation



Building Queensland's biotechnology manufacturing capacity

Queensland is ideally placed geographically to take advantage of the extensive markets now developing globally for world class biotech products. It's also well placed to develop the basic and applied science to supply those markets with products based on our existing expertise in health and medical research.

The locoregional market for quality products of biotechnology will grow further over the next 10-20 years, particularly in Indonesia and south-east Asia.

Queensland as a site for biotechnology development is well placed to take advantage of the geographic proximity to Southeast Asia of our biotechnology cluster in Brisbane, which encompasses 3 internationally recognised universities, 2 world leading research institutes, and several academic teaching hospitals, in and surrounding Brisbane.

Individually these institutions are competitive on a world stage in the field of basic biomedical science: collectively they should be unbeatable.

Now is the time to complement Queensland's skills in developing novel drugs and devices through research with manufacturing facilities, based on world class technology that will enable Queensland to expand its capacity to manufacture biomedical products to good manufacturing practice standards.

The Brisbane and Southeast Queensland aggregate of biotechnology manufacturing facilities is readily accessible by road rail and air by the markets we aim to supply.

There is a natural coalescence of facilities along the south-east and south-west railway corridors, round Dutton Park, extending out to Springfield and the Gold Coast, and linked by rail to Brisbane Airport.

To take advantage of this opportunity to expand our biotechnology manufacturing capacity, there is a need for high tech cleanroom spaces housing state of the art research equipment, automated manufacture, and quality testing facilities.

Queensland can also benefit further by expanding the local bioscience and biotechnology capacity through specifically developed tertiary education courses, supplemented by local and international internships designed to ensure a steady supply of talented bioscientists, quality assurance teams, and providers of high-level computing and artificial intelligence systems.

Queensland's capacity to produce and commercialise new biotechnology products will be assisted by construction of facilities for manufacture products to GMP standards within the biotechnology cluster currently developing between the University of Queensland, the PA Hospital and the TRI at Boggo Road, and by the collaborations established between the major biotechnology orientated academic institutions in South East Queensland, assisted by the Queensland Government.



Professor Deborah Terry AC

Vice-Chancellor and President,
The University of Queensland

With the pace of technological change accelerating, what our world will look like in the years ahead is becoming harder to predict.

Universities such as The University of Queensland (UQ) are partly responsible for the big changes coming.

Universities do much of the fundamental research and train the people who create the remarkable innovations in science, medicine, mining, and agriculture changing our world.

Universities create change.

But it's still difficult for anyone to foresee the impacts emerging technologies such as AI and quantum computing will have on our lives and workplaces.

The key to managing change isn't to accurately predict the future, but to develop the skills to adapt to it.

Universities hold that key.

When UQ was founded 115 years ago, its founders couldn't foresee the future, but they understood that the steam engine, telegraph, and electricity had already transformed Queensland in their lifetime.

At UQ's dedication ceremony in 1909 the Governor, Sir William MacGregor, told the crowd that they lived "in an age of more rapid progress than any that had proceeded [it]" and "owed to education the enormous advances of recent years in health, wealth and in the amenities and comforts of life".

He made the point that UQ was founded not just to educate Queenslanders, but to "facilitate and encourage original research and invention" for the benefit of Queensland.

While Queensland today would be almost unrecognisable to Sir William, its economy still relies on what he described as the State's "extraordinary multiplicity of resources" - its minerals, agriculture, climate, and people.

What powered a century of growth using those resources -- and what will fuel growth into the future - are education, research and invention.

UQ's mission has always been to use education and research to deliver for the public good, in collaboration with our community and partners.

Today, for example, UQ's Food and Beverage Accelerator (FaBA) partners with local businesses to create new products, while our new Biosustainability Hub helps companies reduce carbon emissions through biotechnology.

Our researchers are also working with global partners, such as Sanofi and Emory University, to develop new vaccines and build a world-leading biomedical sector, here in Queensland.

These are a few of the many examples of how universities such as UQ are driving change.

And while we're solving Queensland's challenges, we're also equipping students with the skills they'll need to navigate workplaces that are being transformed by the knowledge and technologies we help create.

University education and research has shaped Queensland's economy for more than a century and will continue to propel our State's growth into the future.



Professor Karen Nelson
Acting Vice-Chancellor,
University of Southern Queensland

Advancing Queensland's Knowledge Economy

Investment in research and innovation is essential for maximising Queensland's future growth. Fields like artificial intelligence, hypersonics, and quantum technologies offer unprecedented opportunities to drive economic growth and job creation.

An example of this commitment at UniSQ is our recent investment in quantum technology. Supported by funding from the Queensland Government and industry partners, we will develop Australia's first industry-accessible cryogenic electronics measurement facility.

The new national test and measurement facility will provide critical cryogenic infrastructure for Australia's quantum and advanced manufacturing sector, enabling the development of quantum hardware, semiconductors, sensors, and superconductors primarily for the aerospace, medical, and energy industries.

Alongside these quantum initiatives, UniSQ continues to demonstrate how targeted investment can drive innovation and attract national and international collaboration.

A prime example is the UniSQ-led iLAUNCH program, which unites industry, universities, and government to accelerate space technology development – from advanced manufacturing to rocket propulsion.

Fostering a robust research and development ecosystem is critical to transforming discoveries into tangible economic outcomes. UniSQ's research flagships exemplify this, driving innovation across sectors vital to Queensland's future growth.

Our Space and Defence flagship is advancing hypersonics and satellite technologies, contributing to the state's growing space industry; our Agriculture and Environment flagship is pioneering sustainable practices to address climate resilience; our Health flagship is pushing forward medical innovation; and our Regional Development flagship is strengthening Queensland's rural and regional economies.

By supporting these diverse initiatives, Queensland can transform groundbreaking research into commercial ventures, global partnerships, and new jobs. A strong research environment across these key areas will not only ensure the state's competitiveness in high-tech industries but also drive sustainable, innovation-led economic growth for the future.

Investing in education and talent development is crucial to build a thriving knowledge economy. Ensuring Queensland has a highly skilled workforce capable of driving these innovations forward is as important as the research itself. This means strengthening partnerships between universities, industry, and government to align education with future industry needs.

By strategically investing in research and innovation, Queensland can secure a competitive advantage in sectors shaping the 21st century. As the state moves forward, a thriving knowledge economy will not only drive its economic future but also ensure its long-term sustainability and global competitiveness.



Professor Helen Bartlett Vice-Chancellor and President, University of the Sunshine Coast

As we commence another four-year term of the Queensland Parliament, UniSC encourages the new LNP Government to recognise the critical importance of education and training to our State's economic future. This includes recognition that university and vocational education and training are equally important and relevant career enablers.

Queensland continues to be outperformed by other states on higher education and it is exacerbating our skills shortages challenge. Addressing this long-term trend will require the Government to consider different education and training policies, stakeholder collaboration and investment models. One of these must be developing stronger partnerships between the Government and all Queensland universities to help achieve the State's workforce, research and investment attraction priorities. A stronger 'Team Queensland' approach would ensure the State positions itself for a more proportionate share of federal funding.

The current environment of national tertiary education reform, much of which has significant implications for Queensland, provides immediate opportunities for the Government to take a more holistic view of the education and training sector.

The imperative to act on this is clear. Government workforce forecasts continue to predict that 90% of jobs created over the next five years will require a tertiary qualification, with 50% of those requiring a university qualification. Without a longer-term, integrated tertiary education and training strategy that recognises and responds to the evolving nature of schools and tertiary education and training providers, Queensland will be challenged to meet its future workforce needs including for our schools and health care services. This should include consulting with stakeholders on ways to foster

greater connection and collaboration between schools, tertiary providers and industry.

Knowledge precincts which co-locate research, education and training institutes could play an important role in maximising Queensland's long term future growth potential by providing opportunities for researchers, businesses and innovators to attract investment and create jobs. This kind of model is particularly important for the regions and outer metropolitan areas given that over half of Queenslanders live outside Greater Brisbane.

UniSC's growing Moreton Bay campus is providing a unique opportunity to create such a precinct at the Mill site in Petrie, North Brisbane, where plans to enhance our presence by co-locating a TAFE campus and relevant industry groups such as advanced manufacturing are evolving. This builds on UniSC's pioneering experience as an incubator for more than 300 start-ups on the Sunshine Coast over the last 25 years.

With the support of multiple stakeholders, including the Queensland Government, collaborative solutions to workforce shortages can be found. UniSC is committed to addressing the needs of its communities across Queensland and actively seeks partnerships with the Queensland Government to address the State's future workforce needs.

QFI LEADING MEMBERS



QFI INNOVATING MEMBERS



