

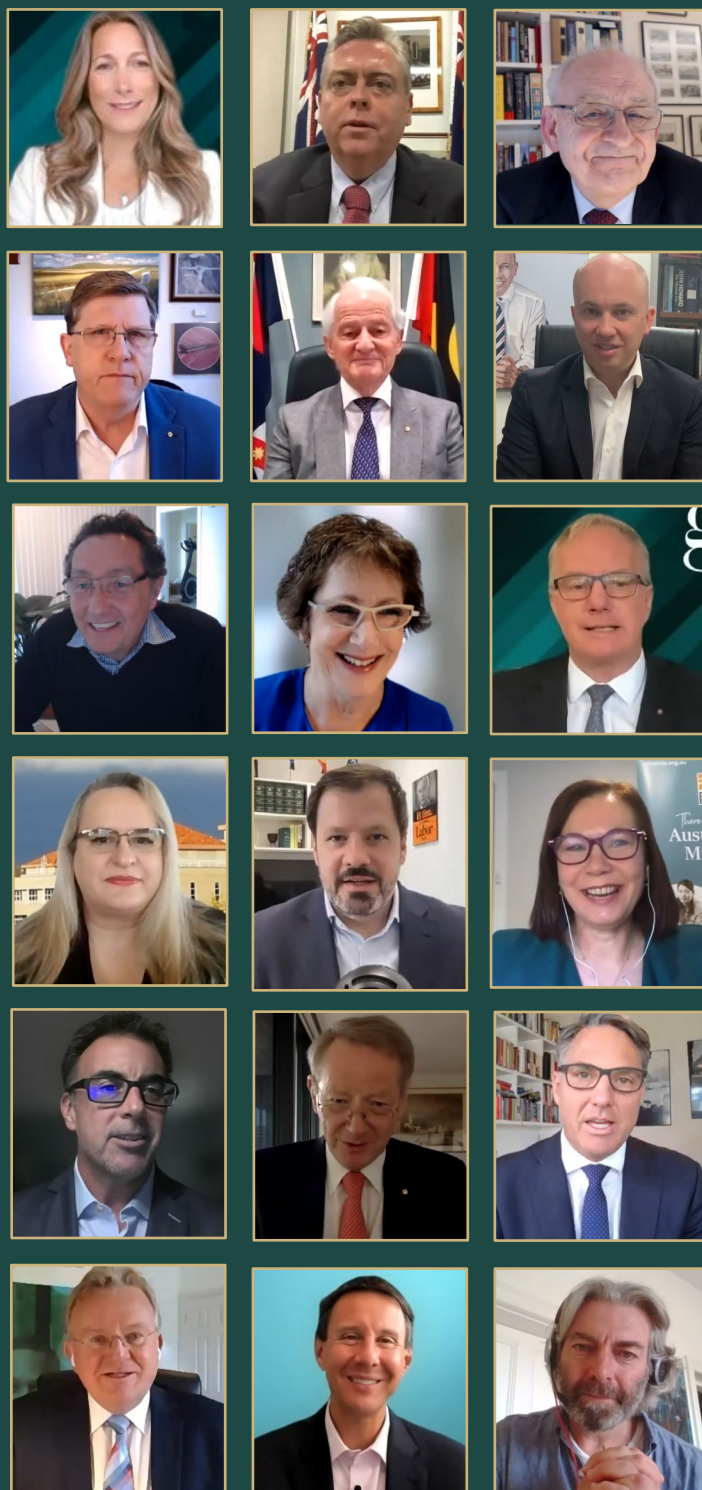


# THE NEW NORMAL

A VISION FOR AUSTRALIA 2021  
GAP ANNUAL SUMMIT

FRIDAY, 8 OCTOBER 2021

REPORT OF PROCEEDINGS  
& RECOMMENDATIONS







# CONTENTS

Global Access Partners Pty Ltd

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AUSTRALIA

T +61 2 8303 2420

[www.globalaccesspartners.org](http://www.globalaccesspartners.org)



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sponsors of the Summit.

Executive Summary.....	4
Recommendations.....	6
Acknowledgements.....	7
Proceedings.....	8
Welcome & Setting the Scene.....	8
Session One – <i>Decision making in unpredictable times: How do we use what we have learned, in a 'new normal'?</i> .....	12
Session Two – <i>In a fast-changing jobs and skills landscape, what do we see as the most practical opportunities for business, government and individuals?</i> .....	18
Session Three – <i>How can we create a 'new normal' to make Australia more sustainable and resilient to future shocks of all types?</i> .....	24
<b>Appendices .....</b>	<b>32</b>
Programme.....	32
Thought Leader Profiles.....	34
Sponsor Profiles.....	43
Delegates.....	46
Summit Poll Results.....	53

## EXECUTIVE SUMMARY

*“‘The ‘New Normal’ is a time of substantial possibilities if you are willing to play by the new rules for the long term. In the ‘New Normal’ it is more important to do things right than to succumb to the tyranny of urgency.’ – Roger McNamee*

The independent institute for active policy Global Access Partners (GAP) hosted its 12<sup>th</sup> Annual *Vision for Australia* Summit online on 8 October 2021.

Although Australia initially escaped the worst of COVID-19, the Delta variant forced a new wave of lockdowns in Victoria and NSW with significant social and commercial effects. While state economies are now rebounding, significant federal debts have been accrued, and broader questions around supply chain resilience and workforce shortages remain.

The health crisis heightened awareness of the complex and intertwined nature of the world we live in. OECD markets and societies are now evolving in a search for more secure and sustainable growth, while governments are reprioritising policies regarding climate change, migration and other issues. COVID-19 highlighted the need to work collaboratively across traditional boundaries to combat shared challenges and demonstrated the problems that a lack of coordination and policy coherence on both national and global levels can bring.

Building on last year's theme of national resilience, the 2021 Summit explored the long-term opportunities for Australia as the world establishes a 'new normal' in the midst of an evolving pandemic and environmental crises. Thought leaders and participants suggested several priorities, including climate change, workforce training and technological innovation and a range of measures to ensure Australia's prosperity and sustainability into the future.

Opening the Summit, GAP Co-founder and Managing Director **Catherine Fritz-Kalish** welcomed its thought leaders and 120 participants and stressed the need to build a positive and collaborative policy environment. NSW Minister for Counter Terrorism and Corrections **the Hon. Anthony Roberts MP** introduced the event and praised the pandemic response of the NSW Government.

The Summit's keynote speaker, Co-founder and Principal of Llewellyn Consulting **Dr John Llewellyn** from the UK, flagged the urgency of tackling global warming through radical and immediate carbon reductions, as well as the need to adapt to the fourth industrial revolution, restructure the economy and reinvigorate global growth.

Closing the welcome session, **Air Vice-Marshal (ret) John Blackburn AO**, Chairman of the Institute for Integrated Economic Research – Australia (IIER-A), outlined the detailed discussions of the GAP Taskforce and IIER-A workshops on national resilience and reiterated his call for a permanent, independent National Resilience Institute to inform federal and state policy.

A series of thought leader panels then followed, each kick-starting a plenary discussion and Q&A under the Chatham House rule, moderated by **Catherine Fritz-Kalish** and **Stephen Hayes MBE**, Chairman of Gravity Labs.

**The first session** was chaired by Mayor of Hornsby Shire Council **the Hon. Cr Philip Ruddock AO** and included NSW Treasurer and Minister for Energy and Environment



the Hon. Matt Kean MP, Managing Director of Google Marketing Solutions ANZ John Ball, and Chancellor of Bond University the Hon. Dr Annabelle Bennett AC SC.

In a pre-recorded address, Minister Kean stressed the NSW Government's commitment to effective climate change measures while reopening the state to business after protracted COVID-19 lockdowns. He outlined the Government's ambitious infrastructure plans, highlighted its cooperation with the business community, and called for leaders to offer hope rather than fear. John Ball outlined his company's role in mining user data to help Australian firms market their products to the public, and urged firms seeking success to be data-driven, insights-led, agile, open to scale and customer-centric in an ever more digital age. The Hon. Dr Annabelle Bennett recounted her experience on the Bushfires Royal Commission and the need for better disaster and resilience planning to combat similar disasters in the future.

The second session was chaired by Tanya Stoianoff of DXC Technology and featured Shadow Minister for Industry and Innovation the Hon. Ed Husic MP, CEO of the Minerals Council of Australia Tania Constable, and DXC Technology's President for Modern Workplace Michael McDaniel.

The Hon. Ed Husic recounted Federal Labor's pledge to invest in infrastructure, innovation and workforce training to speed Australia's post-pandemic recovery. He backed the use of government procurement to give work to Australian firms and urged the development of new industries to add value to Australia's mineral wealth, such as lithium-ion battery manufacturing. Tania Constable called for a retooling of higher education to deliver work-ready graduates to industry and commerce and noted the influence of long-term trends in climate, resources and geopolitics on shaping the future.

Michael McDaniel explained DXC Technology's ability to improve virtual collaboration within the company and with its customers and foresaw a 'new normal' in the workplace encompassing virtual, hybrid and physical interactions.

The final session was chaired by Chair of the International Centre for Democratic Partnerships (ICDP) Dr Ian Watt AC and featured the Opposition's Deputy Leader the Hon. Richard Marles MP, Australian Small Business and Family Enterprise Ombudsman the Hon. Bruce Billson, and Director of Corporate, External and Legal Affairs at Microsoft ANZ Tom Daemen.

The Hon. Richard Marles saw the pandemic as the most impactful event since the Second World War and urged Australia to modernise its manufacturing and technology to reduce its reliance on primary exports. The Hon. Bruce Billson called for policies to encourage entrepreneurship and enterprise, while Tom Daemen stressed the importance of positive, optimistic and competent leadership in facing existential challenges such as climate change.

Other participants called for whole modernisation of Australia's governance, efforts to turn 'science into jobs' and agreed that climate change was the major issue of the post-COVID new normal.

### About the GAP Annual Summit

GAP Summits have become an important feature of Australia's policy landscape. These high-level, invitation-only gatherings are known for their unique format, networking opportunities and focus on economic activity and practical results. Traditionally held in a State Legislative Assembly Chamber, GAP Summits made a successful transition online during the COVID-19 pandemic, broadening their reach and facilitating a truly global dialogue.

<https://globalaccesspartners.org/gap-summit/>

## RECOMMENDATIONS

The Summit offered a range of actions for decision makers, stakeholders and GAP alumni to progress in 2022.

- Participants flagged **climate change** as the overriding issue of the post-pandemic age and supported further cuts in carbon emissions to ensure economic, as well as environmental, sustainability.
- Participants called for **a modernisation of Australia's constitutional arrangements** to reflect the complex information age in which we live.
- Participants agreed that Australia should reduce its reliance on mineral and agricultural exports by developing **high-value commercial applications** from its world-renowned scientific research.
- Participants called for closer links with democratic allies to **strengthen supply chains and collective resilience** in the face of growing geopolitical tension.
- Participants backed a relaxation of visa restrictions to **encourage high skill immigration** to meet shortages in high-tech industry, as well as **increased investment in lifelong education and training** to equip Australian citizens with the skills they will need as the economy changes.
- Participants encouraged the promotion of more entrepreneurial attitudes, **a greater tolerance of risk** and the inclusion of all citizens in efforts to foster innovation and increase productivity.
- The Summit warmed to calls for **more positive leadership** from several speakers and the need to mobilise Australians to embrace optimism and change.

GAP plans to create several projects and partnerships based on these discussions, most notably:

- 1. GAP Taskforce on Jobs and Skills** – a cross-sector industry-led taskforce to work with government to offer immediate and actionable ideas to solve current skills gaps and labour shortages, speed post-pandemic recovery and boost economic growth.
- 2. GAP Taskforce on Positive Leadership** – a 'second track' multidisciplinary taskforce to drive enlightened and positive leadership across business, education and government to inspire positive embrace of inevitable global change. The group will explore the key elements of positive leadership and how governments can lead and inspire a more innovative, entrepreneurial and dynamic society.



# ACKNOWLEDGEMENTS

## **Host**

The Hon. Anthony Roberts MP, Minister for Counter Terrorism and Corrections,  
NSW Government

## **Sponsors**

DXC Technology Australia and New Zealand  
Global Access Partners  
Minerals Council of Australia  
Event Frog  
First 5000  
Open Forum

## **Summit Steering Committee**

John Ball, Alexander Benze von Fritz, Olga Bodrova, Alicia Caruso, Tania Constable, Peter Dunne, Peter Fritz AO, Catherine Fritz-Kalish (Chair), Stephen Hayes MBE, Simone Pensko, Hon Cr Philip Ruddock, Prof Nara Srinivasan, Tanya Stoianoff

## **Global Access Partners (GAP)**

Benjamin Blackshaw, Olga Bodrova, Alicia Caruso, Peter Fritz AO, Catherine Fritz-Kalish, Helen Hull, Nicholas Mallory, Leila Maugeri



# PROCEEDINGS

## WELCOME & SETTING THE SCENE

### *Introduction & Acknowledgement of Country*

Catherine Fritz-Kalish

Co-Founder & Managing Director, GAP  
Director, International Centre for Democratic  
Partnerships (ICDP) & ICDP Foundation



Catherine Fritz-Kalish welcomed the participants and paid her respects to the traditional custodians of the land. She outlined several themes for discussion, including the shape of the 'New Normal' after COVID-19 as Australia opens to business and the world. She invited participants to share lessons learned from domestic and international experiences over the last 18 months and suggest effective ways to make the country more resilient to future threats.

Ms Fritz-Kalish noted the rifts the pandemic opened between the states, and the states and federal government, and the need to restore a collaborative policy environment. She highlighted the importance of communications technology in maintaining commerce and personal relations during lengthy lockdowns, and the need to tackle inequality of access and opportunity. She challenged participants to use their collective wisdom to comprehend the

current situation and offer policy recommendations for the future. With input from the USA, Israel, the Pacific and Europe, she hoped their ideas for Australia's future international could be tested against international experience and form the basis of GAP's next twelve months of activity.

She thanked the Summit's steering committee and the GAP team for organising the event under difficult circumstances, praising their adaptability, optimism, resilience and commitment. She acknowledged DXC Technology and the Minerals Council of Australia for sponsoring the discussion, and the contributions of Tanya Stoianoff and Tania Constable. She told participants they would participate in discussions under the Chatham House rule of non-attribution and stressed the focus on actionable outcomes.

Ms Fritz-Kalish then introduced Minister Roberts to formally open proceedings and thanked him for doing so at every GAP Summit at NSW Parliament House over the last ten years.

## WELCOME ADDRESS

The Hon. Anthony Roberts MP

Minister for Counter Terrorism & Corrections,  
NSW Government







Minister Roberts welcomed participants and looked forward to inviting them back to the NSW Legislative Assembly the following year. The pandemic forced the NSW Government to react quickly and think differently, and the Minister urged participants to also embrace change as NSW learns to live with COVID 19, rather than return to pre-pandemic routines which now appear stale or outdated.

The pandemic proved the ability of individuals, communities, businesses and governments to adapt to new circumstances when motivated by a sense of urgency, and the Minister was confident that the Summit's expert participants would help chart a course for continued positive change.

Catherine Fritz-Kalish thanked Minister Roberts and introduced the Summit's international guest speaker, Dr John Llewellyn, Co-founder and Principal of Llewellyn Consulting in the UK.

## INTERNATIONAL GUEST SPEAKER

**Dr John Llewellyn**  
Co-founder and Principal  
Llewellyn Consulting, UK

Dr Llewellyn addressed four key issues: global warming, the Fourth Industrial Revolution, structural adjustment, and the pace of world growth in the recovery after COVID-19.

**Global warming.** He opened by considering critically the IPCC scenario that limits the rise in global temperature to two degrees above 1900 levels. This would involve cutting global greenhouse gas emissions to zero by 2050 and then progressively removing excess carbon dioxide and methane from the atmosphere. Dr Llewellyn was confident that the required investment and capital resources could be found, as 90% of the world's current capital stock will be replaced anyway by 2050. Extra spending may be necessary to cover the premature scrapping of fossil

fuel intensive activities, and not all the science and technology required now exists, but it will be developed, and an immediate start can be made.

Unfortunately, however, the world seems unlikely to embrace this opportunity, given a lack of political will among the four major polluters. Environmental concerns are at odds with China's development aims, American politics are divided, India is not focused on the problem, and Russia, the world's fourth largest polluter, is ambivalent as it will gain from global warming.

Moreover, the 'bottom up' process agreed in Paris is globally incoherent as countries are collectively moving away from hydrocarbons faster than renewables are coming on stream. Exploration for natural gas to bridge the gap has slowed, with the result that its price has risen, countries are currently facing an energy shortage, and China, Japan and Germany have shifted back towards coal. The world may therefore fail to limit temperature increases to two degrees, and feedback loops could exacerbate the problem.

**The Fourth Industrial Revolution.** Now well underway, this will transform the 'what, where and how' of production. A suitably skilled and educated labour force is required, as is a political class intelligent enough to govern it. Successive structural changes wrought by technological change have been a feature of economic life since the mid-18<sup>th</sup> century, but appear particularly challenging today, given the simultaneous exigencies of climate change and the technological revolution. Countries that embrace modern technology and techniques will prosper, while laggards will slip down the economic pecking order.

**Structural adjustment.** Dr Llewellyn's consulting firm analyses Organisation for Economic Co-operation and Development (OECD) data to understand how well countries are managing transition. For many years, the Scandinavian and Nordic countries have done best. Australia ranks fifth and New Zealand ninth out of 34 countries in this regard, while France and Italy



***“Output and activity will increase only if entrepreneurs are optimistic about the future, and business confidence could be encouraged by substantial, front-loaded public and private investment to tackle climate change and grasp the opportunities created by recent technology.”***

Dr John Llewellyn

are doing poorly, and Turkey and Greece the worst. The USA ranks only 14<sup>th</sup> which is interesting: the US is clearly great at developing new innovations, but not quite so great at implementing them in the economy as a whole.

**Economic growth.** This has slowed in the G7 in every decade since the 1960s. Moreover, the performance of these major industrial countries between the 2008 financial crisis and the pandemic in 2020 was especially weak, averaging just 1.4% per year. The G7 economies in the aggregate have now more or less regained their 2019 level, but this remains 6% below where they would have been had they maintained their average growth during the 21<sup>st</sup> century.

Output and activity will increase only if entrepreneurs are optimistic about the future, and business confidence could be encouraged by substantial, front-loaded public and private investment to tackle climate change and grasp the opportunities created by recent technology. There should also be structural reforms across OECD countries to shift resources from slow-growing, low-productivity sectors to fast-growing ones. These ideas are regularly propounded by OECD and International Monetary Fund (IMF) reports and surveys.

**In summary,** Dr Llewellyn saw climate change as the overriding, existential issue, despite continued delay or denial from some politicians. The laws of physics are immutable, and countries must immediately commit to green-compatible investment to ensure net zero emissions by 2050. The present state of scientific, technological and engineering knowledge is

sufficient to make a credible start on this mammoth task, and the requisite economic resources are potentially available. Major structural economic change due to climate mediation and innovative technology will see different countries succeed or fail in the ‘new normal,’ and a lack of political will remains the biggest constraint on satisfactory progress.

In September this year, 42% of energy investment around the world – some \$336 billion – was still dedicated to the fossil fuel sector. Pledges to improve the situation are one thing, but implementing these measures in a coherent way is what matters. If determined action is not undertaken, the only remaining hope could well be the USA leading a ‘moon shot’ programme of environmental engineering.

## Q&A

Dr Llewellyn was asked how democratic governments could deliver radical change, given short election cycles, competing interests and the power of big capital. In response, he stressed the importance of competent leadership, shaped by evidence rather than dogma, with the imagination to lead rather than follow. Social media could become a constructive force in civil society, as user feedback has in the commercial sphere, as people become more adept in assessing its torrent of unmediated information.

Catherine Fritz-Kalish thanked Dr Llewellyn and introduced John Blackburn AO, Chairman of the Institute for Integrated Economic Research – Australia (IIER-A), to discuss the work undertaken since the 2020 GAP Summit on National Resilience.

***“The Federation might have been a suitable model for a large and undeveloped country over a century ago but does not allow a modern Australia to work as a team and deal with the complex concurrent challenges it is confronting.”***

**AVM (ret) John Blackburn AO**



## 2020 SUMMIT OUTCOMES

**John Blackburn AO**  
**Air Vice-Marshal (ret)**  
**Chairman, Institute for Integrated**  
**Economic Research – Australia (IIER-A)**

Mr Blackburn said 250 people had worked on the project over 21 months to define the components of a resilient society, assess Australia's resilience and suggest strategies to improve it. The IIER-A/GAP workshops examined resilience in a range of sectors, including the political sphere, industry, economy, health care and energy. These expert groups then produced nine reports whose findings have been aggregated to offer an overall appraisal. This holistic view is required to improve coordination between separate government departments, as shared awareness is a vital foundation of improved resilience.

An honest and open conversation about Australia's position and the future threats and risks we face, including climate change, is urgently needed. This public debate should be followed by proper risk analysis and an examination of underlying assumptions to ensure society shares the same goal in tackling these challenges. A sharing of knowledge and pooling of aims can motivate the nation to achieve change together for the common good across political and social divides. This effort will require mutual trust, a balance between competition and collaboration, and a willingness to prepare properly for an uncertain future. Merely reacting to disaster will not suffice, and plans must be made to both mobilise and repair the nation in good time.

The coronavirus pandemic exposed a global lack of resilience due to the world's collective failure to assess and act on national risks and vulnerabilities in a rapidly changing environment. Australia reacted comparatively well to the onset of COVID-19, but we were less prepared than Nordic countries. The pandemic affected both our health and economic systems through widespread lockdowns, state rivalries and the troubled vaccination roll out.

COVID-19 exposed vulnerabilities in many of the systems that underpin our society, and future pandemics, or bushfires and floods exacerbated by climate change, will pose fresh challenges. The pandemic led to international supply chain failures, and Australia must also tackle looming energy, security and environmental crises as well as boost sovereign capability.

The political system itself poses challenges, as the federal government still works in departmental 'stovepipes' better suited to a past industrial age, rather than the complex system risks of today. The Federation might have been a suitable model for a large and undeveloped country over a century ago but does not allow a modern Australia to work as a team and deal with the complex concurrent challenges it is confronting. Society is also undermined by misinformation spread by social media and hostile foreign nations, domestic political spin and a failure to share accurate data on health and other issues. Organisational prohibitions on information sharing are also a barrier, and even intensive care unit (ICU) specialists in the ongoing pandemic have been prevented from speaking to media without approval from hospital media teams.

The National Cabinet appeared a promising step forward at the start of 2020 but soon devolved into interstate and state-federal rivalries, limiting the nation's ability to prepare and mobilise. We cannot go back to business as before, and the way we live, work and are governed needs to change.

The IIER/GAP Resilience Project recommended the creation of an independent National Resilience Institute to examine these issues outside the bureaucracies and political circles which tend to defend the status quo or turn a blind eye to unwelcome data. The Institute could inform a wider and more considered debate and ensure resilience remains on the political agenda.

Mr Blackburn was optimistic that the expertise and commitment of people in the project represented a wider national ability to work collectively for positive change if barriers in the system are removed.

Catherine Fritz-Kalish thanked Mr Blackburn for his work and encouraged participants to offer equally positive proposals for GAP to progress throughout the Summit sessions.

### SESSION ONE

***Decision making in unpredictable times:  
How do we use what we have learned,  
in a 'new normal'?***

#### SESSION CHAIR

**The Hon. Cr Philip Ruddock AO**

Mayor, Hornsby Shire Council  
President, NSW Liberal Party

#### THOUGHT LEADER PANEL

- **The Hon. Matt Kean MP**  
Treasurer, Minister for Energy and Environment, NSW Government
- **John Ball**  
Managing Director  
Google Marketing Solutions  
Australia & New Zealand
- **The Hon. Dr Annabelle Bennett AC SC**  
Chancellor, Bond University  
Chair, Australian Nuclear Science and Technology Organisation (ANSTO)



The Hon. Cr Philip Ruddock welcomed participants to the session on decision making in challenging times, noting the problems experienced over the twelve months since the previous Summit considered governance and the National Cabinet. He then introduced the Hon. Matt Kean MP, the newly appointed Treasurer of NSW and Minister for Energy and Environment, praising his commitment to the National Parks and climate action.

***“Australia can be a renewable energy superpower and an economic powerhouse or an also-ran in the race for net zero.”***

The Hon. Matt Kean MP



#### The Hon. Matt Kean MP

Treasurer, Minister for Energy and Environment, NSW Government

Treasurer Kean sought to ‘shift the dial’ from climate wars to climate consensus, problems to solutions, and fear to hope. Australia must capture its share of the next generation of investment, resource projects, jobs and innovation, as the world shifts to a low-emission economy. Australia can be a renewable energy superpower and an economic powerhouse or an also-ran in the race for net zero.

Real resilience comes from government working with business and giving the state confidence to use its advantages to compete and win. New South Wales set a target of a 35% cut in emissions on 2005 levels by 2030 18 months ago, and the governing Coalition has now pledged to reduce state emissions by 50% of 2005 levels by 2030.

With multi-party support, the NSW Government also issued an electricity infrastructure roadmap for the transition from coal-fired power stations to renewables to give the community confidence that energy security and affordable power will be maintained. The pandemic saw this roadmap morph into a 10-year infrastructure plan to support and rebuild the state economy, and the Treasurer underlined those old jobs do not have to be lost to create new ones.

All Australians have an environmental stake in solving the climate crisis, and an economic stake in ensuring they seize the opportunities presented by net zero innovation. \$750 million of State Government

investment will help the resources, manufacturing, and agriculture sectors transition to low-emissions technology, as supply chains and export markets evolve. NSW is also encouraging the use of electric vehicles to reduce emissions.

These steps are expected to attract \$37 billion in private investment and support more than 9,000 jobs by 2030, helping NSW to become Australia's first trillion-dollar state. We owe a duty to the community and to future generations to seize the opportunities created, as the economic and environmental arguments for change align.

Cr Ruddock then introduced John Ball, the Managing Director of Google Marketing Solutions in Australia, and New Zealand.

#### John Ball

Managing Director  
Google Marketing Solutions  
Australia & New Zealand

Mr Ball likened managing the current pandemic to maintaining control of a ship in a storm by constantly checking every instrument to ensure it does not run aground. The pandemic pounded every element of society and business for over 18 months, forcing firms to refocus to stay on course and adapt old playbooks to the ‘new normal’. Many things which people took for granted, such as going to the shops, for example, were overturned, and over nine million Australian households made purchases online, while education, entertainment and connecting with friends and family also went virtual.





***“There are five principles to form the basis of successful decision making in this new world – being data-driven, being insights-led, being agile, being open to scale, and being customer-centric.”***

**John Ball**

Mr Ball outlined five principles underlying successful business decision making in this new world – being data-driven and insights-led, remaining agile and open to scale and staying customer-centric. Google customers who embrace these principles tend to be more successful than their less data-driven peers.

Basing decisions on first party data is vital, as the information a firm generates about its customers is one of its most valuable assets. A recent Google and Boston Consulting Group (BCG) study showed that Asia-Pacific businesses using first party data to inform their marketing functions increased revenue by 3% and cut costs by 1.5%. Pairing first party data with broader industry and market insights, such as Google Trends which tracks search engine queries, can create even greater market advantages, and identify new opportunities to pursue.

Australians have logged more internet searches for self-care, for example, and products such as weighted blankets, yoga mats and home workouts are in demand. Businesses must respond quickly to such niches and use these metrics to develop new products and services. Many gyms were forced to close during lockdown, for example, and pivoted to online activities.

Australia has only 25 million people in a world of seven billion, and so scaling services to worldwide customers is the key to greater success. The new online design service Canva, for instance, is now worth \$55 billion but has just 1,500 employees, while the long-established Telstra is worth only \$46 billion with 28,960 employees. Canva has sixty million customers worldwide, while Telstra has just seven million in Australia. Canva's massive valuation

reflects its ability to scale and address the global market.

As well as being open to scale and basing decisions on data, Mr Ball urged firms to be truly customer-centric. Firms should listen to their customers' needs and hone their offerings to match them. Companies which showed empathy to customers' feedback and removed points of friction prospered during the pandemic, and this approach will be required in the 'new normal' as well. Cleaving to the five principles outlined above will help Australia become one of the world's leading economies and make the most of growing opportunities.

**Cr Ruddock** welcomed Mr Ball's optimism before introducing the Hon. Dr Annabelle Bennett, the Chancellor of Bond University and Chair of the Australian Nuclear Science and Technology Organisation.

**The Hon. Dr Annabelle Bennett AC SC**  
**Chancellor, Bond University**  
**Chair, ANSTO**

Dr Bennett noted that she was an observer of the current scene, rather than political or commercial participant, but said that her work on the Royal Commission into National Natural Disaster Arrangements had shown her the need for a more coordinated and resilient approach to such disasters. The Commission examined the consequences of natural disasters, rather than their cause – for example, by climate change – but also stressed the increasing challenges of compounding and cascading disasters.

***“Australia has the capacity to produce its own nuclear medicines, rather than relying on supply chains overseas, and that nuclear expertise will also be necessary to enable the operation of nuclear-powered submarines.”***

The Hon. Dr Annabelle Bennett AC SC



Even if humanity reduces its carbon footprint to net zero, 2050 remains almost 30 years away, and Australia will have to cope with worsening crises before the situation begins to ease.

The Royal Commission praised the important local work undertaken to mitigate bushfires but concluded that a national approach was required to coordinate responses. During the deliberations of the Royal Commission, the National Cabinet functioned to manage the pandemic, and it could provide a good method for decision-making and response for national natural disasters as well. Natural disasters do not recognise borders, and the lack of coordination of state responses – for example, to bushfires – remains a problem.

For example, state hazard warning apps do not work across jurisdictions, and information remains state-based, rather than nationally coordinated. The Royal Commission therefore recommended a revised approach to government decision making for all forms of disaster response, including coastal surges, floods and storms, as weather-related emergencies may increasingly occur at the same time.

Local knowledge should not be lost in this national approach. Methods of traditional land management will be instructive but vastly different across the country, given the different conditions prevailing from the Northern Territory to Tasmania. Dr Bennett stressed the need for immediate reaction to, as well as long-term planning for, such problems, using her experience from Bond University’s rapid transition to online teaching and then multi-modal teaching during the pandemic lockdown.

She praised the ability of people of all ages to quickly adapt to changing circumstances and backed the strengthening of sovereign capacity by using Australians’ deep knowledge and skills. Australia has the capacity to produce its own nuclear medicines, for example, rather than relying on supply chains overseas, and that nuclear expertise will also be necessary to enable the operation of nuclear-powered submarines.

Dr Bennett raised issues around asset ownership in Australia and the growing importance of the Environmental/Social/Governance (ESG) agenda to individuals, communities and businesses. She flagged the ongoing development of Newcastle, NSW’s second city, noted the frequency with which words like ‘flexible’, ‘agile’, and ‘pivot’ are now used in decision making, and hoped they would continue to drive the discussion.

Cr Ruddock thanked the speakers and Summit sponsors and invited participants to submit questions for the thought leader panel to consider.

## DISCUSSION

The discussion was facilitated under the Chatham House rule by **Stephen Hayes** MBE, Chairman of Gravity iLabs, and **Catherine Fritz-Kalish**, Co-founder of GAP.

The facilitators thanked the speakers, praised the work of the IIER-A Resilience groups over the last 18 months and urged continued effort to ensure NSW meets its emission targets. Participants were



encouraged to vote in the Summit poll (see full results in Appendices) and briefed on Google's plans to develop its partnerships with Australian and New Zealand firms to increase their growth in the future.

The first contributor noted the disparity between the government's narrow focus on managing natural disasters and the IIER-A's vision of broader national resilience. He was told the Royal Commission did call for the national coordination of disaster management beyond bushfires, but its proceedings were curtailed by the need to report before the next bushfire season.

Another contributor noted that ad hoc sharing of information and resources between states would not suffice in the face of escalating or concurrent threats. A National Resilience Institute could help coordinate data as well as offer advice at both the state and federal level, and the Bushfires Royal Commission did recommend the creation of a permanent recovery agency to help improve long-term, as well as short-term, resilience.

Ninety percent of the public believe the 'new normal' will be an improvement on the past, according to research by the Centre for Optimism, not least by reducing commuting time by working online from home. A Daily Telegraph survey in Sydney found even more positive results, and these constructive public attitudes should underline the Summit thought leaders' confidence that Australia will emerge stronger from COVID-19.

Other contributors cautioned that while the 'new normal' will be different for everyone, its impact on individuals will depend on their circumstances. Search engine queries at the start of the pandemic were dominated by hand sanitiser and toilet paper shortages, while attention has now turned to new cars and holidays as consumers emerge from lockdowns. This shows Australians' anticipation of a brighter future, as they integrate new ways of interacting with their previous lifestyles. Working from home and interacting online reduced tiresome

travel time, but the advantages of Zoom meetings in terms of convenience and geographic reach need to be balanced against people's intrinsic need for face-to-face communication.

Victoria's Department of Education was well placed to transition to online education, having trained 20,000 teachers to deliver effective remote learning in early 2020. It bought thousands of computers to help disadvantaged children access learning during the pandemic and is placing 50,000 air purifiers in classrooms.

The Fourth Industrial Revolution will transform the economy far beyond manufacturing, and many white-collar professionals are expected to lose their jobs to automated and online services. Education will also use more artificial intelligence (AI) and online digital learning in the future, to complement traditional teaching styles. The tertiary sector, in common with others, will be shaped by user demand, and students are now so accustomed to computerised and online methods, it is unlikely that they will return to the old system wholesale.

While universities offer an undergraduate experience beyond the courses they teach, and domestic students want a return to the physical space, better online systems improve access to remote and overseas students, and education will likely remain a hybrid experience.

AI will disrupt and reshape the economy as other technical advances have before. It will change the operations of many other sectors, taking over functions and decision making once performed by people. Young people need to be educated to thrive in this new world and furnished with the skills and agile mindset they will need to take on jobs which have not yet been invented.

One speaker cautioned against the risks created by AI, including biased algorithms, legal accountability, and a lack of human control. While technology



companies will forge ahead, governments have a role to protect the public from exploitation and abuse. The next speaker raised the issue of maintaining a collective Australian identity and the social cohesion required to remain resilient, as maintaining national unity will be as important as technical and procedural issues in weathering change.

Technology companies have a significant role to play in helping people stay connected, rather than dividing them, and educating as well as entertaining the public. Social media and content platforms such as YouTube can empower both the best and worst of human interactions. While some companies make a conscious effort to remain inclusive, there is growing pressure on firms to be better corporate citizens, and firms are dedicating more resources to these issues than in the past. Technology companies are adapting and evolving in this space, as well as their users, clients and governments.

## ONLINE COMMENTARY

Participants made additional comments online, questioning whether renewed growth should be a target, given the need for carbon neutrality and environmental sustainability. They were also concerned the economic burden of the pandemic had fallen disproportionately on the already disadvantaged.

Crises, such as the bushfires, often bring communities together and increase collective resilience. However, the government still faces the problem of persuading the public to accept the inevitability of change. There is a growing sense of physical, philosophical and emotional disconnection, as well as a widening cultural divide between rural regions and the cities, and Australia could do with a national street party to unite us once more.

Other contributors agreed with the need to coax the public into accepting the need for change, while maintaining social unity and national identity. Some

saw optimism as the key to resilience, as it frames failure as a learning opportunity. Building organisational resilience and fostering the ability to adapt to unforeseen circumstances is rising to the top of the business agenda, given the challenges ahead.

Australian workers may soon face competition from cheaper, more capable, AI-driven services, as well as foreign workers connecting with Australian customers and clients online. However, Australian workers can use the same technology to remove the tyranny of distance – and closed borders – and deploy their skills with customers overseas.

The need for investment in cultural change was agreed, and contributors encouraged Australia's leaders to accelerate progress by increasing their tolerance for risk and uncertainty to pursue ambitious action. The 'new normal' may be a time of ongoing disruption, rather than a new equilibrium, but existing education in science, technology, engineering and mathematics (STEM) may be too slow or cumbersome to give young people the skills they need today.

Regarding COVID-19, it was noted that state and federal governments have tried to lay fiscal responsibility for disaster assistance at each other's door. Governments need to have systems to provide financial assistance as well as public information in the future, as delays in receiving assistance can damage small firms. Service NSW was not set up to provide *JobSaver*, for example, but the Australian Tax Office was able to deliver *JobKeeper* during the first wave.

Australia may struggle to attract tourists and foreign workers to the same extent as before, but other countries face much greater difficulties. Ninety-two percent of the United Arab Emirate's normal population holds overseas citizenship, for example, and enticing them back after the pandemic may prove difficult.

## SESSION TWO

*In a fast-changing jobs and skills landscape, what do we see as the most practical opportunities for business, government and individuals?*

### SESSION CHAIR

**Tanya Stoianoff**

Head of Government Affairs  
DXC Technology Australia and New Zealand

### THOUGHT LEADER PANEL

- **The Hon. Ed Husic MP**  
Shadow Minister for Industry and Innovation  
Federal Member for Chifley
- **Tania Constable PSM**  
Chief Executive Officer  
Minerals Council of Australia
- **Michael McDaniel**  
President Modern Workplace  
DXC Technology, USA



Session Chair **Tanya Stoianoff** welcomed participants to the second session to discuss the practical opportunities opening for business, government and individuals in a fast-changing jobs and skills landscape.

Technology has transformed the way we live and work. It facilitates the governance of business and society, empowers community engagement, protects public safety, and even changed the way we bought our food through the pandemic. There has never been a greater demand for skilled workers in this fast-growing sector, and employers must ensure their employees feel engaged and inspired, as well as replenish the workforce with new blood.

The intensifying competition for technology workers has been exacerbated by internal and external border closures, and Ms Stoianoff stressed the importance of universities and TAFE producing a steady pipeline of work-ready graduates to fill these roles and build homegrown human capital.

She then introduced the session's opening speaker, the Hon. Ed Husic MP, Shadow Minister of Industry and Innovation, noting his long-standing interest in technology and digital innovation, specifically its impact on our economy and community.

### **The Hon. Ed Husic MP**

Shadow Minister for Industry and Innovation  
Federal Member for Chifley

Mr Husic said Australians' enthusiasm for catching up with family, friends and summer leisure activities as lockdowns end should not deter decision makers in business and politics from grasping a rare opportunity to tackle issues that previously appeared too difficult to confront.

COVID-19 emptied supermarket shelves for the first time in generations, and forced millions of people to work, study and interact online. But there were many who could not simply work from a laptop. Australia ranks last in the OECD in terms of domestic manufacturing, and the pandemic also forced a fresh reappraisal of boosting domestic capacity. Work by the Australian Sovereign Capability Alliance (ASCA) and Flinders University shows Australia remains heavily

***“We need policy settings that signal to investors ‘Australia is an innovation nation’. And we need to support Australian ingenuity, and trust in our domestic know-how.”***

The Hon. Ed Husic MP



dependent on imports of critical goods in health, energy, infrastructure, defence, science, space, communications technology and advanced manufacturing. The research showed Australia is overly reliant on exports of unimproved raw materials and food. Australia has dropped five places to 25<sup>th</sup> on the Global Innovation Index and slipped to 20<sup>th</sup> on the World Digital Competitiveness Ranking.

This decline does not reflect a lack of homegrown talent but is partly a result of federal decision making. No Australian firm was made a major contractor in a slew of recently announced infrastructure projects worth \$5 billion, for example, while the NSW Government contracted foreign firms to build ferries which could not fit under Sydney's bridges. Constructing the ships here could have saved money given the delays and reconstruction involved, as well as created local jobs.

The private sector would benefit immensely if the Australian Government's ten-year, \$110 billion infrastructure plans maximised benefits for Australian firms. In addition, the federal government spends almost \$10 billion on ICT every year, most of which goes to overseas firms.

Governments should use their procurement power to benefit the nation by ensuring as many dollars as possible are spent on Australian soil, instead of funnelling economic opportunity and value to other nations.

Lithium-ion battery manufacturing offers an exciting opportunity to generate more value from resource extraction. Australia has most of the raw materials required to create an industry which could generate 35,000 jobs and add \$7 billion a year to the domestic economy by 2030. However, according to the CSIRO *State of Play* report, Australia currently realises only 0.53 per cent of the battery value chain.

Federal Labor has announced a \$15 billion National Reconstruction Fund to support promising ideas championed by domestic firms in a range of critical sectors to boost Australian prosperity. Such steps should reassure investors that Australia is an 'innovation nation' and give Australian ingenuity and knowledge the support it deserves, after years of policy settings which rewarded financial capital, rather than invested in human capital.

Over 800,000 people work in Australia's technology sector, and the Tech Council of Australia forecasts this number could rise to a million by 2024, given its annual growth of more than 5 per cent. Technology is slowly becoming the most popular subject in tertiary education, with over 41,000 domestic enrolments in 2019, but this still falls short of the 60,000 technology workers required to meet future demand.

A future Labor Government would back a 'Startup Year' to give 2,000 students a chance to start their own firms within university incubators and turn bright ideas into commercial realities. This would in turn spark economic growth and create high-skilled jobs to help Australia reach its potential.



***“Lifelong learning will evolve from aspiration to reality. People will take courses in short, efficient bursts through fast-track apprenticeships, bridging courses and workplace integrated learning, and rely on these micro-credentials to surf economic change.”***

**Tania Constable PSM**

**Tania Constable PSM**  
**Chief Executive Officer**  
**Minerals Council of Australia (MCA)**

Tania Constable said the next 5-10 years will be shaped by the post-pandemic recovery. COVID-19 accelerated the shift from the physical to virtual world in health, education and training, and infrastructure, and this will continue to affect jobs and skills.

She agreed that higher education should be repositioned for growth and that collaborations with industry will be critical. The tertiary sector must deliver the skilled graduates required by all industries and offer online courses to overseas students to recapture the international market lost during COVID-19.

The pandemic's long-term impacts on transport and city infrastructure are still to be seen, but Sydney and Melbourne changed radically when so many commuters worked from home. Melbourne's once vibrant business hub was almost empty through long stretches of lockdown, for example, with nearly empty buses and trams.

The 'new normal' will not see a reversion to pre-pandemic working norms, and employers will have to accept more employees working from home. McKinsey estimates around 20% of employees will continue hybrid working, with most of them in high skilled jobs. This will increase flexibility for both workers and firms, but also pose new management challenges.

Looking longer-term to 2050, the 'new normal' will be shaped by larger trends, including increasing demand for limited resources, climate change and the need for sustainability. The future will be shaped by digital technologies and the imperative of innovation, ageing populations, changing consumer and social expectations as well as shifting geopolitics and the need for global economic sustainability.

These trends will increase the need for people to gain skills they can transfer across jobs and sectors as well as deep expertise in specific subjects. Workers will need more access to retraining, and lifelong learning will evolve from aspiration to reality. People will take courses in short, efficient bursts through fast-track apprenticeships, bridging courses and workplace integrated learning, and rely on these micro-credentials to surf economic change. Greater employer understanding of transferrable skills will also facilitate labour movements between sectors such as space, mining, defence and agriculture, while issues of culture, inclusion and diversity will also become increasingly mainstream.

The resource sector tends to be agile, given its structure of city offices controlling regional workforces and operations. Mining faces a shortage of the high-tech skills it increasingly requires, as it continues down its path of automation. An MCA skills study in 2019 found the skills required for almost 80% of mining jobs will be enhanced or redesigned by 2024, increasing productivity by almost a quarter. This will require a retooling of education and training to make workers more agile and flexible, as automation, digitisation and AI affect the job market. Workers will need capabilities that are relevant, adaptable, transferable and not easily replicated by machines.



***“Diverse generations within the workforce today have very different attitudes to technology and preferences for virtual, hybrid or physical work. Employers must create equity between them and find new ways to foster a sense of unity and belonging.”***

Michael McDaniel



**Michael McDaniel**  
President Modern Workplace  
DXC Technology, USA

Michael McDaniel, the President of Modern Workplace at DXC Technology in the USA, recalled his visits to Australia when working in aerospace and mining IT before outlining, in some detail, the ways DXC's 130,000 employees meet their clients' technology needs. The firm is working with city-based surgeons in Utah to treat patients in rural regions by using Microsoft's HoloLens, for example, as well as interacting virtually with fellow health professionals to share information.

The pandemic accelerated the company's use of hybrid approaches and its thinking around the future of work. Diverse generations within the workforce today have very different attitudes to technology and preferences for virtual, hybrid or physical work. Employers must create equity between them, as technology becomes an ever more important part of training and service delivery, and find new ways to foster a sense of unity and belonging.

Australia faces a 'war for talent'. Firms must create an attractive sense of belonging to secure global skills, and friction within the workforce, or between technology and individuals, will drive people to work elsewhere. DXC has worked hard to be ranked 8<sup>th</sup> in the top 100 preferred employers in Australia, as voted by university graduates surveyed by the AFR this past year.

DXC aims to retain its employees and attract new ones through adopting a set of core values and a

positive culture throughout the company. It has a 'virtual first' strategy, which allows it to source workers from anywhere, while fostering a 'fun and engaging' atmosphere.

The company's five core values encourage diverse employees to cooperate to wards common goals. They include 'taking care of one another' and offering a sense of safety and security, as well as delivering value, sharing information in virtual environments and allowing people to interact and deliver their work in diverse ways – such as online meetings and working from home – while encouraging collaboration.

DXC acknowledges the need to create a new sense of community, given the lack of 'water cooler conversations', as more people work remotely or online. It is experimenting with three-dimensional virtual reality environments for onboarding, training and informal employee interactions, as well as work. Mr McDaniel recently threw a retirement/birthday party for a senior team leader with sixty-five participants online as avatars in a virtual room.

Finally, DXC looks to do the right thing and act with integrity, allowing everyone in the company to have their voice heard. It offers its workers a diverse choice of office furniture and technology to suit their style of working, for example.

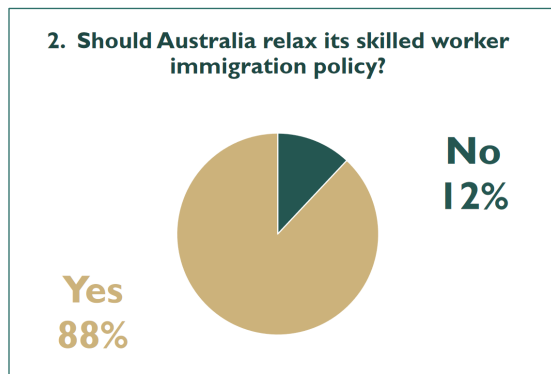
Technology used to be seen as an expense by companies, but the pandemic proved its value for creativity and collaborative interaction. It can make a company a more engaging place to work, as a fresh generation raised in the smartphone age enters the labour market. Young people take instant

communication and frictionless transactions for granted through their phones, and DXC is developing new tools to enable similar interactions at work, in retail and at home.

Tanya Stoianoff agreed that firms should put employees at the centre of their operations and thanked the speakers for their insights and ideas.

### DISCUSSION

The facilitators noted the results of an online Summit poll which found overwhelming support for an easing of rules around skilled migration.



*Almost 90% of Summit Poll respondents backed an expansion of skilled immigration opportunities.*

They suggested that increasing the numbers of Australians with suitable skills might also be an attractive option, although a balance will always have to be found between immigration and training. Better workforce planning in and between sectors would help create an overall view of workforce needs and help shape training policy to plug skills shortages.

Employers continually complain about a shortage of skills, and yet Australia has nearly two million people who are unemployed or under-employed. While the skills required by high-tech industries might not be

easily acquired or transferred, more could be done to equip Australians with the skills they need through flexible lifelong learning, as automation and economic change reduces jobs in some sectors but increases those in others.

Advanced countries tend to have ageing populations and need to replenish their labour force with migration from overseas. Participants agreed that pandemic border closures have exacerbated this problem for Australia and increased the need for better training to retrain Australians.

Other participants noted short-term shortages of truck drivers due to the pandemic, and the need for greater national cooperation in addressing such issues. The pandemic forced a degree of political unity which is now breaking down, but other challenges require a similarly constructive and bipartisan approach.

Major companies around the world struggle with similar workforce shortages, and governments and companies need to keep 'breaking glass,' as they did during the pandemic, to move forward and meet evolving needs.

Working conditions within companies, as well as the country itself, will be important in attracting skilled workers to Australia, just as more than training will be required to attract Australians into new sectors. Participants were encouraged to suggest projects for GAP to progress over the next 12 months and suggested **a taskforce on training and jobs**. DXC could contribute to this work through its set of virtual reality solutions to help people interact and share ideas.

National governments struggle to regulate large international technology firms, given their size, wealth, and absorption of smaller firms in the industry. The Australian Government gives many large contracts to overseas technology firms, and the pandemic's effect on international supply chains has increased the need for sovereign capability and





maximising the value of taxpayer spending at home. US President Joe Biden has stressed the importance of revitalising American industries of strategic importance, and Australia's Labor opposition is also examining this issue.

Governments around the world are looking at developing resilience through greater sovereign capability, but democratic nations must also cooperate to further their mutual interests. Corporates will always call for governments to pay for training in their sector, but such skills should also be transferrable to other industries, such as manufacturing, mining or defence. Training in particular sectors should benefit the whole economy, and governments need to embrace this greater flexibility of thinking, just as individuals must do.

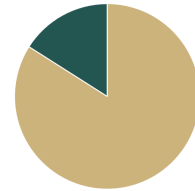
One speaker argued that collaboration creates scale, and scale allows companies to move faster. International supply chains developed for good reasons, and more nationalistic economic policies will not foster the international cooperation required to face major challenges such as climate change. Computer chip shortages, for example, affect the entire world, and greater collaboration between nations, as well as domestic training and adding value to extracted resources, are required to avoid such problems in the future. Collaboration between countries also creates economies of scale which in turn speeds innovation and can avoid the need for every nation to develop such technologies within their own borders.

Successive Australian immigration ministers have found that domestic vested interests oppose the recognition of qualified workers from abroad to protect their own position. This can lead to Australian states not recognising foreign qualifications, despite the same states calling for more skilled migration to address skills shortages.

### 3. Have two years of immigration curbs shown that Australia can prosper without relying on overseas labour?

Australian companies, universities and governments should train Australians to succeed in the highly skilled jobs of the future

**Yes  
16%**



**No  
84%**

Immigration restrictions should be eased to import large numbers of skilled workers from abroad to quickly fill gaps in the market

*Eighty-five percent of Summit Poll respondents thought border closures had strengthened, rather than weakened, the case for additional skilled migration.*

Technology allowed Australian universities to survive the travel bans on international students imposed during the pandemic by offering courses online. This necessity has driven rapid change in the way universities teach, research and engage domestically and internationally, and increased the ability of staff and students to navigate the online world.

### ONLINE COMMENTARY

Participants supported Ed Husic's notion of a 'start-up year' for Australia and looked for bipartisan support for such ideas. Creating an atmosphere in which communities, workplaces and politics work differently will require effort, rather than occurring spontaneously. Imagination, rather than technology, is the missing element in Australia.

Existing institutional models in both government and industry do not allow the integrated visibility decision makers need to assess 'where we are now,' inform the clarity of debate required to decide 'where we want to get to' and inform the planning and monitoring of progress required to get there. The country's governance should therefore evolve from industrial age organisations into information age paradigms that embrace complexity, accept multistakeholder governance and acknowledge globalisation.

While our siloed and fragmented government institutions are often criticised, the reality is that every policy space at every scale involves government, industry, education, research and development, communities and private citizens in a complex mesh of interactions. These fractal-like patterns in our socioeconomic systems echo biological systems, which in turn suggest ways we can evolve and adapt, including an ethical embrace of digital technologies to assist our human aims.

Accepting this metaphor would have profound implications for the reform of Parliament and regulatory frameworks, as well as the nature of work and our education and health systems. We will need to harness the power of digital technologies to facilitate the transformation from an industrial age to a digital age, a task the proposed National Resilience Institute might consider.

### SESSION THREE

***“How can we create a ‘new normal’ to make Australia more sustainable and resilient to future shocks of all types?”***

#### SESSION CHAIR

**Dr Ian Watt AC**

Chairman, ICDP

Director, ICDP Foundation

#### THOUGHT LEADER PANEL

- **The Hon. Richard Marles MP**  
Deputy Leader of the Opposition  
Australian Labor Party
- **The Hon. Bruce Billson**  
Australian Small Business and Family  
Enterprise Ombudsman (ASBFEO)
- **Tom Daemen**  
Director of Corporate  
External and Legal Affairs  
Microsoft Australia and New Zealand



Dr Ian Watt AC welcomed participants to the final session and noted that while ‘normal’ is a comforting concept – alongside ‘equilibrium’ in economics and ‘balance’ in international affairs – it is also a dynamic reality that changes over time.

Thanks to the pandemic, it is now normal to shop online or work remotely from home, while international business travel will never be the same, and the lull imposed on cities has underlined the need for more green spaces.

COVID-19 was a global shock affecting almost every nation, and past events on a similar scale have led to lasting change. The Great Depression and World War Two, for example, prompted the formation of Britain’s welfare state and a ‘new normal’ of social provision.

Dr Watt then introduced the session’s thought leaders to discuss these and other issues.

**The Hon. Richard Marles MP**

**Deputy Leader of the Opposition**  
Australian Labor Party

Mr Marles noted the 20<sup>th</sup> anniversary of the September 11 attacks and judged COVID-19 to be equally monumental in its global effects. Indeed, the pandemic may be the most significant event since the Second World War in terms of its effects on people’s lives, international relations and the global economy.

***“The post-pandemic recovery must embrace new forms of manufacturing if we are to ‘build back better.’ Australia must invest in its human capital and infuse its economy with science and technology to recomb the technological ladder and close the growing gap behind more sophisticated nations.”*** The Hon. Richard Marles MP



The pandemic issued a report card on our society, and Australia generally performed well. Communities and neighbours looked out for each other, and previously neglected cohorts – from aged care residents and workers to retail employees and nurses – were rightly recognised. The public perceived state and federal governments as an authoritative source of information and were largely willing to abide by their health orders. However, the lack of casual foreign workers on temporary work visas exposed systematic cracks in the domestic economy, including a lack of trained Australians, and a more fundamental lack of economic diversity.

Harvard University's Economic Complexity Index ranks countries from the most basic subsistence level to the highest degree of technological sophistication. Japan tops the chart, with South Korea placed third and Singapore fifth. China is in the top twenty, Malaysia in the top thirty, but Australia ranks only 86<sup>th</sup> in this league of modernity. We languish just above Uganda because of our over-reliance on primary industries such as mining and agriculture, and our lack of a large or sophisticated manufacturing sector.

Our decline was hastened by the collapse of domestic car manufacturing, but the post-pandemic recovery must embrace new forms of manufacturing if we are to ‘build back better.’ Australia must invest in its human capital and infuse its economy with science and technology to recomb the ladder and close the growing gap behind more sophisticated nations. This effort will be the key to

maintaining modernity, retaining prosperity and distributing income more equitably through more skilled and secure jobs.

Australia should aspire to be the most modern country in the world and pursue that aim through post-pandemic reconstruction. We punch above our weight in terms of research in medicine, astronomy, quantum computing and other groundbreaking fields, but we have consistently failed to commercialise the scientific gains. We underperform every other country in the OECD in this regard, and so microeconomic reform should concentrate on turning science into jobs.

Australia can play to its strengths in primary production and mining technology by leading the world in ways to address climate change. Australian mining experts are assisting African countries, for example, and we could play a similar role in global agriculture. Defence offers further opportunities, and Australia should also lead the world in renewable energy.

Australia has more renewable resources than almost any other nation, given its long coastline bordering the ‘roaring forties’ to the south and trade winds to the north, and abundant sunshine. No other country has a similar scale of renewable energy resources and the technology and capital required to develop them effectively. Using clean energy to crack hydrogen, for example, would allow us to export this energy to the rest of the world.



***“COVID-19 has encouraged a renaissance in entrepreneurship in many sectors, with the number of business registrations and franchise enquiries increasing. People took the time to consider whether they wanted to work for themselves, rather than other people, and balance their employment with other life goals.”*** The Hon. Bruce Billson

The next election should be about ways to ‘build back better’, as the nation recovers from COVID and re-imagine a better, brighter future for Australia. The next term of government may determine whether Australia accepts or rejects these opportunities in the first half of the 21<sup>st</sup> century and enjoys prosperity or declines in the years ahead.

**The Hon. Bruce Billson**  
**Australian Small Business and Family Enterprise Ombudsman (ASBFEO)**

Mr Billson said that smaller firms had borne the brunt of the economic effect of the pandemic. Lacking the cash reserves of larger firms, the pandemic has undone the life work of many enterprising people and reduced their ability to recover. However, smaller firms and family businesses generated most of the jobs created after the global financial crisis, and the COVID-19 crisis has again created problems which enterprising businesses can sell solutions to. Many small firms were able to pivot into online services, hybrid offerings or pick-ups and deliveries, and every firm has been forced to consider e-commerce more seriously.

The Australian economy has embraced digital engagement, tools, channels, marketplaces and administration, and although we still lag nations such as the UK, Australian firms which have embraced digital technology are optimistic about the future.

Mr Billson expressed hope that Australia’s spirit of entrepreneurship would bounce back, and that smarter ways of growing the economy will be developed to increase national income and support

people’s livelihoods. However, we still risk being the first generation to hand a lower standard of living onto the next generation and have incurred a great deal of debt. This ‘lead in the saddlebag’ will further slow us down as the population ages and its growth slows.

Changing demography will have significant economic effects, and population growth can no longer be relied upon as a major driver of economic activity. Our city centres have also changed, with expensive office space – and the food and other services which supported them – standing deserted for months. Despite this, NSW’s gross product continued to grow even as Sydney’s CBD fell quiet, with economic activity moving into regional and suburban centres. This trend is likely to continue, as will working from home to some degree as people will be reluctant to waste hours commuting again.

COVID-19 has encouraged a renaissance in entrepreneurship in many sectors, with the number of business registrations and franchise enquiries increasing. People took the time to consider whether they wanted to work for themselves, rather than other people, and balance their employment with other life goals. Some people have moved out of the cities to the bush or the coast, making the most of soaring house prices to secure a better standard of living in less crowded regions. People with specialist skills were also able to develop peer relationships, rather than remain subservient to those who sought their services.

Women’s entrepreneurship is another enormous opportunity, as research suggests that engaging more women in business creation would add between \$71 and \$135 billion a year to the Australian economy.

***“Although crisis management may function differently in today’s fast-moving information age, success ultimately still depends on age-old leadership skills and the ability to bring people along on the journey.”***

Tom Daemen



These developments may all create new ways of generating wealth and opportunity, diversifying the economy, and developing new markets. The pandemic exposed supply chain vulnerabilities, and deepening geopolitical tensions may further increase the focus on domestic production. Australia needs to energise enterprise and support the renaissance of entrepreneurship as the real driver of innovation and national wealth. Mr Billson urged policy makers to focus on these issues.

#### Tom Daemen

Director of Corporate, External and Legal Affairs  
Microsoft Australia and New Zealand

Tom Daemen noted the radically different perspectives taken on the ‘new normal’ by previous speakers, and the frequency with which pandemics are the subject of feature films due to their inherently dramatic nature. However, painting the pandemic as an unprecedented or historic event allows leaders to evade responsibility for losing control of the situation, although such signals increase public disquiet and anxiety.

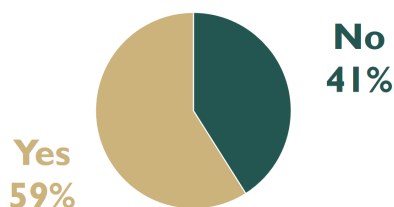
In reality, leaders retain a great deal of control in terms of making sense of challenging situations, and COVID-19 is no exception. Despite a series of domestic squabbles and interstate arguments, Australia has managed the disease very well, in large part because its leaders identified the factors at play and used the tools they had to control them.

In addition to lockdowns and border closures, many Australian governments and businesses were able to conduct their business online, and allow employees to work from home, because they used cloud services. Indeed, Australian governments spend \$8 billion a year on cloud provision, and a recent IMDB survey of digital competitiveness in government ranked Australia fifth out of 64 in this regard.

While the nation’s response was not perfect, perfection is impossible in a fast-developing crisis. Leaders stood back from the drama and did what had to be done, and a similar approach will be required in the face of future challenges. As we move into the ‘new normal,’ Australia and other economies should tighten their embrace of digital transformation, strengthen supply chains, and improve workforce skills. These steps are keys to success across the world, but leadership remains the critical issue in setting a steady and sensible course.

Crisis management functions differently in this fast-moving information age. And yet, leaders have more control than daily headlines may suggest. Leaders must understand and confront narratives in media and public discourse and bring people through the crisis together. This will not be achieved by reciting carefully curated talking points, but by helping people navigate the crisis honestly.

#### 6. Will the social, economic and mental health impact of COVID restrictions outweigh the physical health toll of the pandemic?





Age-old leadership skills will be required in the post-COVID world. Mr Daemen agreed with Minister Kean that true leaders appeal to hope, rather than fear. Calm, however, is also communicable, and leaders should remember that treating problems as a technocratic exercise is not enough to compose the public mood.

Dr Watt thanked the session's thought leaders and Summit sponsors before inviting participants to contribute to the debate.

### DISCUSSION

Facilitator Stephen Hayes MBE welcomed the prospect of more green space in cities, praised the work of every day 'heroes' in the pandemic and bushfires, and agreed on the need for constitutional reform, encouraging entrepreneurship and 'turning science into jobs'. The case for a National Resilience Institute was again underlined, before panel members were asked for ways to encourage a business renaissance.

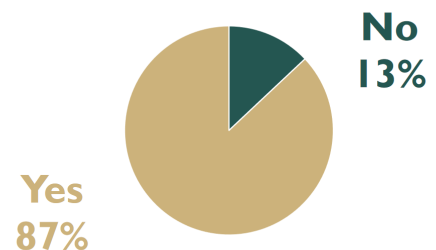


Policy should put wind in the sails of entrepreneurs, rather than their face. Current government policy borrows successful ploys from other jurisdictions, such as Singapore, to foster a positive economic environment. Business registrations are up, young people are embracing self-employment, and

Australia can become the best place to start and grow a business.

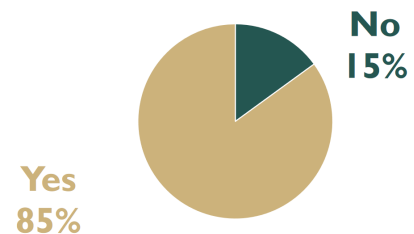
The entrepreneurial impulse should be celebrated, rather than criticised, and business failure should not be seen as a black mark, as failure is often a necessary step on the path to success. More equitable access to finance should also be facilitated, as smaller firms struggle with policy settings designed to encourage investment at the 'big end of town.' Australia's regulators have improved policy by benchmarking domestic settings against our international competitors, and the nation's lifestyle advantages over other nations will help attract global talent.

#### 7. Should Australian governments subsidise domestic manufacturing to increase resilience, even at the cost of higher prices?



The Summit poll found that most respondents wanted the government to subsidise domestic production to increase resilience and sovereign capability, even if it led to higher prices.

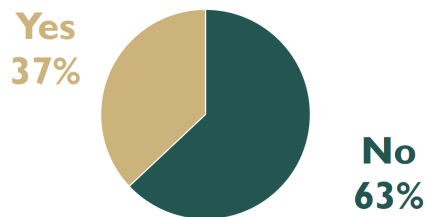
#### 5. Should social media platforms hide misinformation from users regardless of concerns around free speech?





Poll respondents also backed curbs on misinformation on social media platforms, given their role in building some people's suspicion of vaccines, and were reluctant to end all restrictions at 80% double vaccinated, given the faster pace in other nations.

**I. Should Australia open up at 80% double vaccinated with no further restrictions regardless of case numbers?**



Panel members were asked to compare entrepreneurship in the USA and Australia, and the effects of COVID-19 on business creation. It was noted that people in countries leading the world in digital innovation, such as Israel and Estonia, still worry they are falling behind their peers and rivals. Every country can do better, but automatic self-abasement is not warranted or helpful. Australia is producing its share of 'tech unicorns', while the new Tech Council of Australia has been inundated with membership requests.

Despite this, there is always room for improvement. One panellist remembered being cautioned by a professor against mentioning the possibility of failure when addressing undergraduates about starting their own tech firms. The attitude to failure in Estonia, Israel and the USA is much more positive, with missteps being recognised as a learning experience. Australian academics fret that young people will not be able to handle failure, having never been exposed to it before, and this cultural trope needs re-examining.

Other panellists thought media coverage can also drive negative views and attitudes, and that while Australia prides itself on a pioneering spirit in the American vein, most people are too reluctant to take risks. The Australian public and media expect the government to protect people from every problem, and compensate them for every loss, while regulators should ensure that nothing bad ever happens. Governments are consistently called upon to protect the public from the problem of the day, but when aggregated over time, these well-intentioned measures amount to mollicoddling, reducing people's scope to explore and innovate in their own lives.

Entrepreneurs are criticised for early missteps, and for wasting investors capital, when investors should know that risks are as likely as rewards. People should be more forgiving of failure in pursuit of ultimate success. Australian start-ups struggle to raise venture capital, despite the country being awash with superannuation funds, and investors demand too great a stake in a company before backing it. Young people still aspire to be sports stars or celebrities, rather than entrepreneurs, but tweaking some tax settings could encourage more activity. Singapore, for example, waives or reduces company tax for the first two years, expecting profits to be ploughed back into the firm.

One participant thought predictions of the 'new normal' should begin with a frank assessment of current reality and stressed the pressing importance of climate change. Australia's main parties remain wedded to coal, rather than the environmental imperative of reducing emissions, and this remains the most critical issue. Climate impacts will hit both Australia and China long before the proposed nuclear submarines are launched, and rather than search for ways to increase production, the whole notion of growth should be revisited considering the environmental imperative. Both Summit



participants and political leaders were urged to speak more strongly on this theme, rather than resort to sunny rhetoric about a better future extrapolated from the past.

Panellists agreed that climate change is a prominent issue, but innovation and leadership are required to tackle it and other challenges. These themes can be complementary, rather than contradictory, as leaders are required to both find novel solutions and take the public with them. Ways to change individual behaviour, offer community support, make better political choices, innovate effectively and employ modern technology should boost prosperity and the economy while also reducing carbon emissions. California, for example, has 2.5 times Australia's economic activity while generating no additional carbon. Leaders should offer confidence and hope that problems can be overcome and set a clear and decisive path forward to inspire nations to change.

Australia's diverse states and regions will emerge from COVID-19 at different speeds, and allocating resources between them will pose an interesting problem. The same dilemmas affect multinational firms with offices in many countries. Setting such priorities is a political as well as managerial problem and will be shaped by cultural norms and social attitudes. Some areas will accuse decision makers of picking winners and losers, but their choices merely reflect the capacity of some places to open faster than others.

Australia may not be driving technological development, but it remains one of the first and most enthusiastic adopters and adapters of innovative technology. It ranks second among ten Asia-Pacific Economic Cooperation (APEC) countries in terms of developing paid mobile apps, and the nation's willingness to succeed in such markets by 'delighting customers' should not be underestimated.

Australia has innumerable tech plazas and incubators which help turn ideas into viable businesses, but businesses which have been forced to work remotely for a year may abandon office space altogether, allowing their workers to dial in from any place they choose. Most firms also appreciate the need for human contact, and it will be fascinating to see which working arrangements prosper in the future. The pandemic offered an unprecedented, global, real-time case study in the benefits and drawbacks of virtual working, and the results will influence innovation over the years to come. Technology can help people come together, as well as allow them to work apart, and foster collaboration while eliminating a wasteful commute.

The discussion of **positive leadership** prompted a proposal for **GAP taskforce** on the topic. The 2022 Summit might be based on the work of this group and find ways to put its proposals into operation. Other participants indicated their willingness to participate in such a group before the session closed, including one involved in revitalising the Australian Leadership Project.

### ONLINE COMMENTARY

Participants made further points through the online chat, including the West's potential loss of Taiwan's semi-conductor manufacturing capability if Communist China launches an invasion. TSMC produces more than half the world's semi-conductors every year, and most of its foundry capacity is in Taiwan. This highly specialised capability cannot be easily or quickly transferred elsewhere if conflict breaks out. The West relies heavily on technology for its economic growth, most of which in turn is based on semi-conductors. Australia's national resilience as well as the West's position in the world of technology is truly at stake in any future conflict.



One participant returned to the pandemic's impact on coffee shops around Cremorne's innovation plaza, and the future of such areas. Others pushed for a more optimistic outlook and noted the creation of the Australian Centre for Optimism, whose logo offers a lighthouse in a fog of pessimism.

Others raised the effect which human traits of self-interest and power hunger have on people's collective ability to acknowledge and tackle shared threats to their existence. The natural human inclination towards collaboration will not be freed until our leaders admit the extent of the climate crisis and rally the public behind radical change.

Participants agreed they should stop demanding leadership from others and provide it themselves. Humanity can live in balance with itself and the environment, and participants were recommended Daniel Sherrell's new book *Warmth* for additional reading.

As the Dalai Lama noted recently, *"A more optimistic attitude is key to the care of teenagers and children through this pandemic. A pessimistic attitude is very bad. Helping children to stay hopeful and still optimistic despite the difficulties is very important."*

### Closing Remarks

**Peter Dunne**

**Partner, Head of Venture Capital  
Herbert Smith Freehills**

Mr Dunne recalled Ronald Reagan's successful campaign slogan of 'It's Morning in America' and said Australia could take a similarly positive course by leading the fight against climate change.



Australia's lack of capital increases its reliance on ideas, and he praised the rapid global success of Atlassian, which now has 4,000 employees, as an example to others. Just as the engineers and crew of Apollo 13 were able to fix the ship in flight and bring it home safely, so we can mend the climate with the tools at hand. Decision makers in Canberra were not raised with the threat of climate change, or a global pandemic, but we can all make our contribution to change. One business in Tasmania, for example, is growing seaweed to feed to cows to reduce their methane emissions. Leaders around the world want to do the right thing, and lobbying from participants and their networks will furnish them with the information they need to make better decisions.

Our children have enlightened views on the environment their parents can learn from, but the world needs leadership and Mr Dunne urged participants to help GAP progress its projects on the environment, skills and other issues. Boomtown Rats singer Bob Geldof energised the world to end an Ethiopian famine, and Mr Dunne urged participants to show equal vigour and directness in their actions and appeals.

### Vote of Thanks

Catherine Fritz-Kalish thanked the speakers, sponsors, attendees, session chairs and facilitators. She praised the Summit's Steering Committee, GAP staff and Event Frog for their work on the event, and looked forward to working with participants on projects arising from the day's debate.

# PROGRAMME

8:15am Online registration open. Participants dial in



## WELCOME & SETTING THE SCENE

8:30am – 9:00am

8:30am Introduction and Acknowledgment of Country



### CATHERINE FRITZ-KALISH

Co-Founder and Managing Director  
Global Access Partners  
Director, International Centre  
for Democratic Partnerships and  
ICDP Foundation

Welcome Address



### The Honourable ANTHONY ROBERTS MP

Minister for  
Counter Terrorism  
and Corrections  
NSW Government

International Guest Speaker



### Dr JOHN LLEWELLYN

Co-Founder and Principal  
Llewellyn Consulting  
United Kingdom

2020 Summit Outcomes



### Air Vice-Marshal (ret) JOHN BLACKBURN AO

Chairman  
Institute for Integrated  
Economic Research – Australia  
(IIER-A)

Question & Answer

9:05am

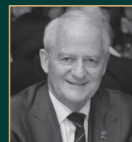


## SESSION ONE

*Decision making in unpredictable times: How do we use what we have learned, in a 'new normal'?*

9:05am – 10:00am

Session Chair



### The Honourable Cr PHILIP RUDDOCK AO

Mayor, Hornsby Shire Council  
President of the NSW Liberal Party

Thought Leader Panel



### The Honourable MATT KEAN MP

Treasurer  
Minister for Energy and Environment  
NSW Government



### JOHN BALL

Managing Director  
Google Marketing Solutions  
Australia and New Zealand



### The Honourable Dr ANNABELLE BENNETT AC SC

Chancellor, Bond University  
Chair, Australian Nuclear Science and  
Technology Organisation (ANSTO)

9:30am

Zoom Discussion



Co-facilitators



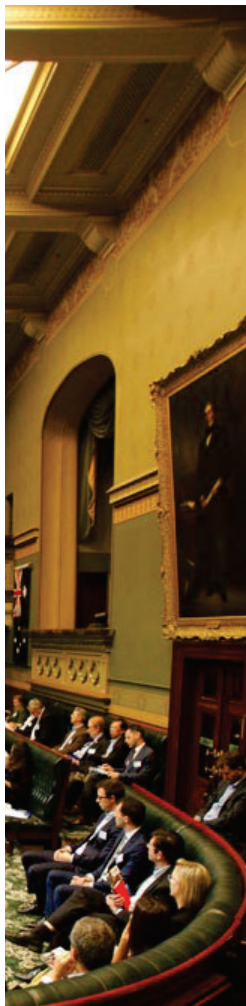
### STEPHEN HAYES MBE

Chair and Executive  
Director  
Gravity Group



### CATHERINE FRITZ-KALISH

Co-Founder and Managing  
Director, GAP  
Director, ICDP and  
ICDP Foundation



10:00am



## SESSION TWO

*In a fast-changing jobs and skills landscape, what do we see as the most practical opportunities for business, government and individuals?*

10:00am – 11:00am

### Session Chair



#### TANYA STOIANOFF

Head of Government Affairs  
DXC Technology  
Australia and New Zealand

### Thought Leader Panel



#### The Honourable ED HUSIC MP

Shadow Minister for Industry and Innovation  
Federal Member for Chifley



#### TANIA CONSTABLE PSM

Chief Executive Officer  
Minerals Council of Australia



#### MICHAEL MCDANIEL

President, Modern Workplace  
DXC Technology  
USA

10:30am



### Co-facilitators



#### CATHERINE FRITZ-KALISH

Co-Founder, GAP  
Director, ICDP and  
ICDP Foundation



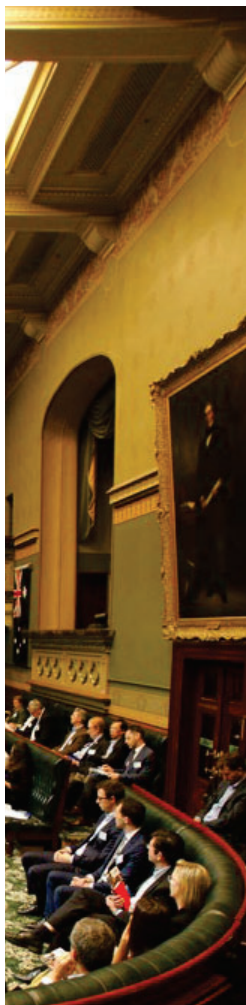
#### STEPHEN HAYES MBE

Chair and Executive  
Director  
Gravity Group

11:00am

Break

gap



11:15am



## SESSION THREE

*How can we create a 'new normal' to make Australia more sustainable and resilient to future shocks of all types?*

11:15am – 12:30pm

### Session Chair



#### Dr IAN WATT AC

Chairman, ICDP  
Director, ICDP Foundation

### Thought Leader Panel



#### The Honourable RICHARD MARLES MP

Deputy Leader of the Opposition  
Australian Labor Party



#### The Honourable BRUCE BILLSON

Australian Small Business  
and Family Enterprise  
Ombudsman (ASBFEO)



#### TOM DAEMEN

Director of Corporate,  
External and Legal Affairs  
Microsoft Australia and New Zealand

11:45am



### Co-facilitators

#### STEPHEN HAYES MBE

#### CATHERINE FRITZ-KALISH

12:20pm



### Closing Remarks

#### PETER DUNNE

Partner  
Head of Venture Capital  
Herbert Smith Freehills

12:30pm

Close

gap



# THOUGHT LEADERS



## CATHERINE FRITZ-KALISH



**Co-Founder and Managing Director  
Global Access Partners**

**Director, International Centre for  
Democratic Partnerships (ICDP)**

Catherine Fritz-Kalish is co-founder and Managing Director of Global Access Partners Pty Ltd (GAP) and Director of the International Centre for Democratic Partnerships (ICDP) Pty Ltd. Over the last 23 years, under Catherine's guidance, GAP has grown to be a highly respected and influential public policy and implementation institute, with over 600 active members. It initiates and facilitates high-level discussions at the cutting edge of the most pressing commercial, social and global issues of today. GAP's current initiatives span the industry sectors of Health, Education, Security, Energy and the Environment, and Digital Engagement.

Catherine's broader business experience includes coordination of a number of international initiatives as part of the annual programme for the small and medium-sized enterprise unit of the OECD (Organisation of Economic Cooperation and Development), at headquarters in Paris, France; marketing and brand management within all seven divisions of the George Weston Foods Group; and just prior to establishing GAP, working within the TCG Group of companies, particularly in the area of start-up incubator establishment.

Catherine sits on the boards of social justice charity *Stand Up*, the Fritz Family Office, ICDP Foundation and Fritz Family Foundation, and is a member of the advisory board for the Social Impact Hub. She co-founded *Thread Together* which provides brand new clothing to disadvantaged communities across Australia. Catherine is also part of a significant giving circle which engages whole families in the act of giving to those in need.

She holds a Bachelor of Science degree from the University of NSW and a Masters of Business in International Marketing from the University of Technology, Sydney.

## The Honourable ANTHONY ROBERTS MP



**Minister for Counter Terrorism  
and Corrections  
NSW Government**

The Hon Anthony Roberts MP was appointed Minister for Counter Terrorism and Corrections following the 2019 NSW election. In his ministerial capacity, Mr Roberts is responsible for the department of Corrective Services NSW (CSNSW), which manages offenders in prisons, on parole and performing court-ordered community service. A primary aim of CSNSW is to keep the community safe by reducing reoffending through offender programs, education and jobs training. CSNSW also works with other States, Territories and Federal bodies on countering terrorism and violent extremism through initiatives including security and intelligence, and inmate disengagement programs.

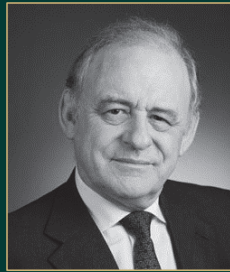
Since first being elected as the Member for Lane Cove in 2003, Mr Roberts has served as the Minister of numerous portfolios, including Planning, Housing, Fair Trading, Industry, Resources, Energy, Regional Development and Skills. He has also served as Special Minister of State and Leader of the House.

Shadow portfolios in which Mr Roberts has served include Emergency Services, Juvenile Justice, Citizenship, Volunteering and the Arts.

Elected to Lane Cove Council in 1995, Anthony served two terms as a Councillor, including two years as Mayor. Between 1996 and 2003, Anthony served as an adviser to then Prime Minister, the Hon. John Howard OM AC.

In 1994, Mr Roberts volunteered for military service, enlisting in the Australian Army Reserve and serving for nine years, retiring with the rank of Captain.

Educated at Saint Ignatius' College in Riverview, Mr Roberts attended the University of Technology, Sydney, where he studied Business and served as President of the UTS Union. In 2010, he graduated with a Masters of Arts in Strategic Communications from Charles Sturt University.

**Dr JOHN LLEWELLYN**

**Co-founder and Principal  
Llewellyn Consulting  
United Kingdom**

Dr John Llewellyn is a principal at Llewellyn Consulting, where he specialises in macroeconomics and the economics of climate change.

Before co-founding Llewellyn Consulting, John was Global Chief Economist, and then Senior Economic Policy Advisor, at Lehman Brothers. This followed 17 years at the Organisation for Economic Cooperation and Development (OECD) in Paris, where variously he was Head of International Forecasting and Policy Analysis, editor of the OECD Economic Outlook, Deputy Director for Social Affairs, Manpower and Education, and finally Chef de Cabinet to the Secretary-General.

Prior to that, John spent nearly ten years at the Faculty of Economics of the University of Cambridge, and he was also a Fellow of St. John's College. In 1974 he was appointed Assistant Director of Research in the Faculty of Economics.

John has published widely, including on international economic policymaking and co-ordination; economic forecasting; the rise of Asia; climate change; population ageing; and the war in Iraq.

**Air Vice-Marshal (Retd)  
JOHN BLACKBURN AO**



**Chairman  
Institute for Integrated  
Economic Research – Australia  
(IIER-A)**

John Blackburn is a consultant in the field of Defence and National Security. In 2007 he was appointed an Officer in the Military Division of the Order of Australia (AO). He retired from the Royal Australian Air Force in 2008 as the Deputy Chief of the Air Force following a career as an F/A-18 fighter pilot, test pilot and strategic planner.

Since 2008, John has consulted in the fields of Defence and National Security and has undertaken a number of related studies under the Institute for Integrated Economic Research – Australia (IIER-A), the Kokoda Foundation (now the Institute for Regional Security) and the Sir Richard Williams Foundation.

John assumed the Chairmanship of IIER-A when it was established in early 2018.

His previous Board roles have included being the Chairman of the Kokoda Foundation Board, the Deputy Chairman of the Williams Foundation Board and the Defence nominee on the Australian Strategic Policy Institute Council.

**The Honourable Cr  
PHILIP RUDDOCK AO**



**Mayor, Hornsby Shire Council  
President of the NSW Liberal  
Party**

Philip Maxwell Ruddock is Mayor of Hornsby Shire and President of the NSW Liberal Party.

Mr Ruddock was a Liberal Member of the House of Representatives from 1973 to 2016. First elected in a 1973 by-election, by the time of his retirement he was the last parliamentary survivor of the Whitlam and Fraser Governments. He was both the Father of the House and the Father of the Parliament from 1998 until his retirement. He is the second longest serving parliamentarian in the history of the Australian Parliament.

Mr Ruddock served continuously in federal ministry and cabinet during the Howard Government, as Minister for Immigration and Multicultural Affairs from 1996 to 2003, and then Attorney-General from 2003 to 2007. He also served as Minister for Indigenous Affairs and Minister Assisting the Prime Minister for Reconciliation.

In February 2016, Mr Ruddock announced his retirement from politics and was appointed Australia's Special Envoy for Human Rights. He has wide committee experience, having served on the Joint Standing Committee on Foreign Affairs, Defence and Trade; the Joint Standing Committee on Intelligence and Security; Coalition Foreign Policy and Defence Committee; and Coalition Legal and Immigration Committee.

Mr Ruddock served as Chair of the Human Rights subcommittee of the Joint Standing Committee of Foreign Affairs Defence and Trade, and the Joint Standing Committee on Human Rights. He chaired the expert panel of the Australian Government's 2017-2018 Religious Freedom Review and was a Member of the Joint Committee on Corporations and Financial Services.

With degrees in Arts and Law from Sydney University, Mr Ruddock practised law prior to entering parliament. He lives in Pennant Hills with his wife, Heather.

**The Honourable  
MATT KEAN MP**



**Treasurer  
Minister for Energy and  
Environment  
NSW Government**

Matt Kean entered Parliament in 2011 and spent his early years advocating for stronger mental health policy. Elevated to the NSW Cabinet in 2017, he was appointed Minister for Innovation and Better Regulation in 2017.

Following the 2019 NSW election, he was appointed Minister for Energy and Environment.

Since this appointment, Minister Kean has added substantial expanses of land to the NSW National Parks' Estate, beating and then doubling acquisition targets which will mean an extra 400,000 hectares (over five per cent) will be added by the end of 2022.

An outspoken critic of "climate denialism" he has campaigned for greater and national action on climate change, particularly in the wake of the 2019-20 bushfires. Championing a more progressive set of energy and climate policies in the Liberal Party, he has argued that the centre of Australian politics needs to reclaim its voice in the political debate.

In 2020, he delivered the biggest renewable energy policy in Australia's history, the *Electricity Infrastructure Roadmap* – a 20-year plan for NSW's energy infrastructure that incentivises private investment in renewable energy while simultaneously reducing emissions and lowering electricity bills for the families and businesses of NSW.

Minister Kean has shown that when politicians make a concerted effort to find common ground and put aside tribal and ideological differences, real and lasting reform can be achieved.

On 5 October 2021, he was appointed NSW's 66<sup>th</sup> Treasurer.



**JOHN BALL**

**Managing Director  
Google Marketing Solutions,  
Australia & New Zealand**

John joined Google in November 2014 to lead the Aus/NZ Google Mobile Services (GMS) business, with a focus on helping customers in Australia and New Zealand grow and compete on the global stage. John also has the additional responsibility of overseeing Agency business for the Asia region.

Prior to joining Google, John worked for Microsoft for 18 years. During this time, he held sales leadership positions in Australia, China, Singapore and the US, and spent 13 years working with small to medium-sized enterprises.

Before joining Microsoft, John gained 16 years' experience in the IT industry in Australia in various roles, including custom application development, consulting, and sales and marketing of Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) solutions.

John received his MBA and his bachelor's degree in applied science from the University of Technology, Sydney.

John has a passion for adventure travel and mountaineering. In 2012, he summited Mt Rainier (4,393 m), the second tallest mountain in USA. In 2008, he completed the Kokoda Trail in Papua New Guinea and sponsored remote orphanage in Efogi PNG. In 2000, he completed the Simpson Desert extreme challenge (600 km) and raised \$1 million for youth suicide prevention.

**The Honourable Dr  
ANNABELLE BENNETT AC SC**

**Chancellor, Bond University  
Chair, Australian Nuclear  
Science and Technology  
Organisation (ANSTO)**

The Honourable Dr Annabelle Bennett AC SC is a retired Judge of the Federal Court of Australia and was an additional judge of the Supreme Court of the ACT. She was also a Deputy President of the Administrative Appeals Tribunal, having previously practised as a Senior Counsel specialising in intellectual property.

She is currently Chancellor of Bond University; the Chair of the Australian Nuclear Science and Technology Organisation (ANSTO); an Arbitrator of the Court of Arbitration for Sport; President (part time) of the Anti-Discrimination Board of NSW; Member of the Board of Directors of the Garvan Institute; Chair of Gardior Pty Limited; Member and past President of Chief Executive Women; Chair of the Advisory Group of Judges to the World Intellectual Property Organisation; and Member of the Advisory Board of the Faculty of Law at The Chinese University of Hong Kong.

She has also served as a Commissioner with the NSW Law Reform Commission and as a Royal Commissioner into National Natural Disaster Arrangements.

Dr Bennett is a Fellow of both the Australian Academy of Science and Australian Academy of Law.

## STEPHEN HAYES MBE



**Chair and Executive  
Director, Gravity Group**  
**Naval Shipbuilding Industry  
Facilitator**  
**Chair, GAP Taskforce on  
National Resilience**

Stephen Hayes MBE was appointed as the National Defence Industry Workforce and Skills Facilitator by the Minister for Defence Industry in May 2018. In this role, he worked across federal government portfolios, with the state and territory governments, industry and academia to help resolve any workforce and skills issues that could impact defence industry's ability to effectively deliver the Government's \$200 billion investment plan. Defence Shipbuilding Industry subsequently engaged Stephen to continue the role in July 2020 with a specific focus on the \$90 billion Naval shipbuilding enterprise.

Stephen is also the Chair and Executive Director of the Gravity Group, a global innovation company focussed on digital transformation of strategy, execution and visual reporting in support of boards and company executives. Previously, he was the founding Managing Director and Chief Executive of the International Centre for Complex Project Management and the founding Chair of the International Complex Project Management Research Council.

Through his extensive work in international communities, government agencies and high-profile organisations throughout Europe, Brazil, China, Russia, North America and Africa, Stephen has become internationally recognised as a leader in the fields of complexity and program management. He has oversaw complex program management advice and support to numerous organisations, including the UK Ministry of Defence, Hitachi Rail, the Canadian Department of National Defence, the Australian Department of Defence, Air Services Australia, Australian Aerospace, Victoria Police, BAE Systems, Lockheed Martin, Thales and Boeing.

In 2012, Stephen chaired the International Complex Project Management Task Force that developed the internationally acclaimed report 'Complex Project Management – Global Perspectives and the Strategic Agenda to 2025'.

## TANYA STOIANOFF



**Head of Government Affairs  
DXC Technology  
Australia and New Zealand**

With over 20 years of government relations and public affairs experience, largely gained in the online, telecommunications and financial services sectors, Tanya is the ANZ Head of Government Affairs at DXC Technology – one of the world's largest independent end-to-end ICT service providers culminating from the merger of CSC and Hewlett Packard Enterprise (HPE) Services.

Prior to her time at HPE, Tanya was General Manager of External Relations at Veda (now Equifax) with responsibility for government and stakeholder relations and regulatory affairs. Equifax is APAC's largest credit reporting and data analytics company.

Tanya was the first Asia Pacific Director of Government Relations for PayPal - she established the function in Singapore and helped cultivate regulatory environments in various countries to open up new markets for online payments in Asia – that was after two years as Director of Government Relations at eBay Australia & New Zealand. Before that, she was Executive Director of the Mobile Carriers Forum where she played a leadership role in building community stakeholder relations, and shaping the regulatory environment for the rollout of 3G technology enabling Australia's smart phone adoption.

Tanya's non-corporate experience includes managing government engagement campaigns for the Juvenile Diabetes Research Foundation where over a two-year period she was instrumental in securing \$35 million in Federal Government funds for clinical trials and \$43 million for carers of children with Type 1 diabetes.

Tanya is an AmCham Governor, CEDA Trustee, and holds a Masters in Legal Studies (UTS), Masters in Public Policy (UNSW) and a Bachelor of Agricultural Economics (University of Sydney).

### The Honourable ED HUSIC MP



**Shadow Minister for Industry  
and Innovation  
Federal Member for Chifley**

Based in Western Sydney, Ed Husic was elected to the House of Representatives as the Federal Member for Chifley in 2010.

Before entering Parliament, he held several roles within the public and private sector including National President of the Communications Electrical Plumbing Union. Prior to this he was employed with Integral Energy (now Endeavour Energy); a major national energy retailer and NSW based electricity distributor.

In 2021, Ed was promoted to the Shadow Minister for Industry and Innovation. He has had a long-standing interest in the impact of tech on our economy and community and his portfolio appointments and parliamentary interests have focused on this. For a number of years, he has been part of the Federal Opposition's team developing policies to promote early stage and digital innovation.

In the former Labor Government, Ed held the positions of Parliamentary Secretary to Prime Minister Kevin Rudd and Parliamentary Secretary for Broadband.

Ed was raised in Western Sydney, educated locally, and graduated from the University of Western Sydney with a Bachelor of Arts (Applied Communications).

### TANIA CONSTABLE PSM



**Chief Executive Officer  
Minerals Council of Australia**

Tania Constable PSM joined the Minerals Council of Australia in July 2018 where she is proud to promote and advocate for a strong, vibrant and innovative minerals industry in Australia.

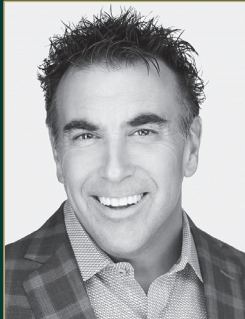
Prior to joining the MCA, Tania was Chief Executive Officer of the CO2CRC (Collaborative Research Centre for Greenhouse Gas Technologies) a leading global research organisation testing carbon capture and storage low emission technologies in Australia.

Tania previously worked as chief adviser in the Personal and Retirement Income Division of Treasury, working on tax-related matters, and has had a long association with resources and energy, holding various senior executive roles in the Australian Government. Tania had responsibility for policy advice to the Minister for Industry on oil and gas regulation, exploration and development, and sustainable mining activities.

During this time Ms Constable also had the privilege of being the Australian Joint Commissioner and Sunrise Commissioner for Australia and Timor Leste, leading joint activities on the development of the Joint Petroleum Development Area and Greater Sunrise Project.

She was awarded the Public Service Medal in 2014 for outstanding public service in the development of Australia's liquefied natural gas and other resource and energy industries.



**MICHAEL MCDANIEL**

**President, Modern Workplace  
DXC Technology  
USA**

Michael McDaniel is president of Modern Workplace for DXC Technology. He is responsible for DXC's Modern Workplace business, leading innovation and growth, managing all activities and a global staff, and achieving customers' expectations.

Previously, Michael spent 15 years in several senior positions at Accenture. Most recently, he was senior managing director for Accenture's North America sales organisation, active in sales origination, customer management, technology and innovation development, and C-suite engagement plans for major transformation programs.

Michael has substantial experience in general management, technology, engineering, business and operations across a variety of disciplines, including technology consulting and sales, global business process outsourcing, logistics, procurement and engineering development and testing.

Before Accenture, Michael held a variety of senior-level positions at Honeywell Aerospace, including vice president, Military Aircraft Aftermarket, Defense and Space, and vice president, System Components and Accessory Services, Aviation Aftermarket Services.

Michael holds an MBA from Bowling Green State University and a BS degree in mechanical engineering from the University of Toledo. He sits on the Board of Directors for the Valley of the Sun YMCA and served on the board for Make A Wish Foundation in Georgia.

**Dr IAN WATT AC**

**Chairman, International  
Centre for Democratic  
Partnerships (ICDP)  
Director, ICDP Foundation**

Dr Ian J Watt AC has had a long career as one of Australia's most distinguished public servants, with nearly 20 years at the highest levels of the public service.

His most recent and most senior appointment was as Secretary of the Department of the Prime Minister and Cabinet and head of the Australian Public Service, a position he held from 2011 until the end of 2014.

Prior to that, he was Secretary of the Departments of Defence; Finance; and Communications, Information Technology and the Arts between 2001 and 2011.

Before that, he was Deputy Secretary of the Department of the Prime Minister and Cabinet.

Dr Watt is Chair of the International Centre for Democratic Partnerships, Chair of the ADC Advisory Council, and Chair of the Australian Governance and Ethical Index Fund. He is also the recently retired Chair of BAE Systems Australia. He serves on the Boards of Citibank Pty Ltd, Smartgroup Corporation, the Grattan Institute (University of Melbourne), O'Connell Street Associates Pty Ltd and the Committee for Economic Development of Australia, and is a Member of the Australian National Maritime Museum Council.

Dr Watt is also a Member of the Male Champions of Change, a Member of the Melbourne School of Government Advisory Board at the University of Melbourne, a Fellow of ANZSOG, and Senior Adviser to Flagstaff Partners. He also has an Honorary Doctorate of Letters from the University of Technology, Sydney.

**The Honourable  
RICHARD MARLES MP**



**Deputy Leader of the Opposition  
Shadow Minister for National  
Reconstruction, Employment,  
Skills and Small Business  
Shadow Minister for Science  
Federal Member for Corio**

Richard Marles is currently the Deputy Leader of the Australian Labor Party, Shadow Minister for National Reconstruction, Employment, Skills and Small Business, Shadow Minister for Science, and the Federal Member for Corio.

Richard's previous appointments include Shadow Minister for Defence, Shadow Minister for Immigration and Border Protection, Minister of Trade, Parliamentary Secretary for Foreign Affairs, Parliamentary Secretary for Pacific Island Affairs, Parliamentary Secretary for Innovation and Industry, and Chair of the House of Representatives Standing Committee on Aboriginal and Torres Strait Island Affairs.

Born in 1967, Richard was raised and educated in Geelong and went on to study Law and Science, achieving a LLB (Hons) and a BSc from the University of Melbourne.

Richard lives in Geelong with his wife Rachel and has four children, Sam, Isabella, Harvey and Georgia. He is a devoted Geelong Cats supporter, golf fanatic and local history enthusiast.

**The Honourable  
BRUCE BILLSON**



**Australian Small Business and  
Family Enterprise Ombudsman  
(ASBFEO)**

Bruce Billson commenced his role as Australian Small Business and Family Enterprise Ombudsman (ASBFEO) in March 2021.

Bruce brings experience and knowledge to the role of Ombudsman, and an understanding of the issues facing small business, having started his own advisory business in 2016.

Bruce's political career spans 30 years, including his role as Cabinet Minister for Small Business from 2013-2015. During this role, Bruce was instrumental in the establishment of ASBFEO and the passing of complex legislation to establish the office.

Bruce has shown his dedication to small business through various board appointments, including the Franchise Council of Australia, Deakin University Business School and Australian Property Institute, and more recently through his appointment as Administrator for the City of Whittlesea.



**TOM DAEMEN**

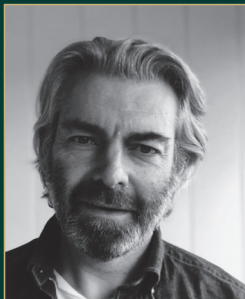
**Director of Corporate,  
External and Legal Affairs  
Microsoft Australia and  
New Zealand**

Tom Daemen is a Director in Microsoft's Corporate, External and Legal Affairs group. He currently leads the legal and government affairs teams in Australia and New Zealand, as well as a Singapore-based legal team responsible for work across Asia.

Tom previously held numerous other positions with Microsoft around the world. For example, he worked in Brussels and helped the company navigate the European Union's legal and political maze, and led the global legal team responsible for Skype and Office.

Tom is a frequent speaker on a range of digital issues, including privacy, security and artificial intelligence.

With legal degrees from Europe and the United States, Tom is a Solicitor in Australia and England, and a US qualified lawyer.

**PETER DUNNE**

**Partner  
Head of Venture Capital  
Herbert Smith Freehills**

Peter is one of Australia's leading private equity lawyers, specialising in M&A and private capital raisings.

Peter's private equity practice has extensive experience in debt financing, private equity fund raisings, management and leveraged buy outs, and trade sale and IPO exits. His understanding of private equity, in conjunction with public markets expertise and M&A credentials, provides significant competitive advantage to clients.

Peter has worked with a number of private equity houses on the disposal of portfolio investments and has been involved in the leveraged acquisition market, advising both private equity houses and leveraged financiers on the financing aspects of many landmark transactions.

Peter assisted the Federal Government on its reforms to the federal tax system to facilitate start-up capital raisings and employee share schemes.

He was recognised as a 'Leading Lawyer' in Australasian Legal Business Magazine's Private Equity practice area guide and ranked as one of Australia's 20 'Leading Experts' in private equity law on ExpertGuides.com.

Peter has a Bachelor of Economics and Bachelor of Laws (Honours) from Monash University, and a Graduate Diploma of Applied Finance from the Securities Institute of Australia. He is admitted to practise in New South Wales and Victoria, as well as England and Wales.

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DXC Technology's independence, global talent, expertise, and extensive partner network combine to provide greater benefit to you. Our strength comes from: Our technology independence and extensive partner network, including key strategic partnerships such as Amazon Web Services, AT&T, Dell EMC, HCL, Hitachi, HPE, HP, IBM, Lenovo, Micro Focus, Microsoft, Oracle, PwC, SAP, ServiceNow, and VMware. Our industry-leading partner relationships work together to deliver the right solution and the right team to address complex, critical client business challenges

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<https://www.dxc.technology>

### MINERALS COUNCIL OF AUSTRALIA



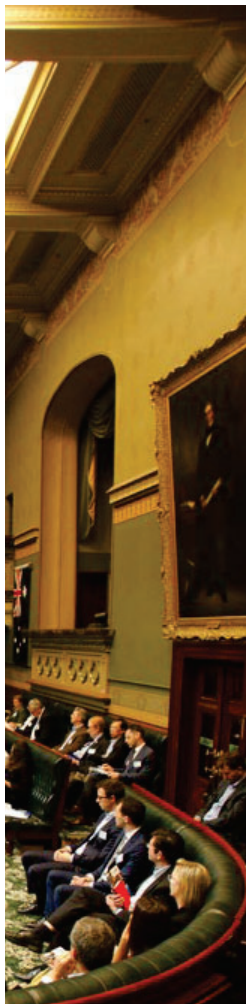
The Minerals Council of Australia is the leading advocate for Australia's world class minerals industry, promoting and enhancing sustainability, profitability and competitiveness. The Australian minerals industry is an exciting and dynamic sector with a diverse range of highly skilled, highly paid jobs. Advances in technology are making mining a safer, more competitive and more sustainable industry. Technology is transforming today's jobs into tomorrow's new frontier and the Australian mining industry will continue to evolve to meet the needs of a rapidly changing world.

We strive to attract the best people who want a diverse and challenging career to last a lifetime. You can change roles as your career expands, and travel Australia and the world to work with great people in interesting locations.

Australia's minerals industry is innovative, technologically advanced, capital intensive, and environmentally and socially progressive. The industry is a major contributor to national income, investment, high-wage jobs, exports and government revenues in Australia. We engage with the community, other industries, industry and representative bodies, opinion leaders and other stakeholders to reinforce and raise awareness of the industry's contribution to Australia and Australians.

The industry is committed to contributing to the sustained growth and prosperity of current and future generations through the integration of economic progress, responsible social development and effective environmental management.

<http://www.minerals.org.au>



## GLOBAL ACCESS PARTNERS



Global Access Partners Pty Ltd (GAP) is an independent not-for-profit institute for active policy that initiates strategic discussions on the most pressing social, economic and structural issues and challenges facing Australia today. Through its pioneering 'Second Track' process, GAP seeks to foster links between community, government, industry and academia to increase stakeholder participation in the development of government policy and promote novel, cross-disciplinary approaches to regulatory problems.

Since its establishment in 1997, GAP has been running multidisciplinary taskforces, forums, conferences, seminars, consultative committees, research and feasibility studies, online collaboration and executive consultancy, both internationally and in Australia. The GAP alumni network comprises over 4,000 members, with more than 1,000 people actively engaged in various GAP projects on a regular basis.

GAP works with Federal and State governments, major corporate enterprises, peak industry and community bodies, universities and research institutes.

<https://www.globalaccesspartners.org>



## EVENT FROG



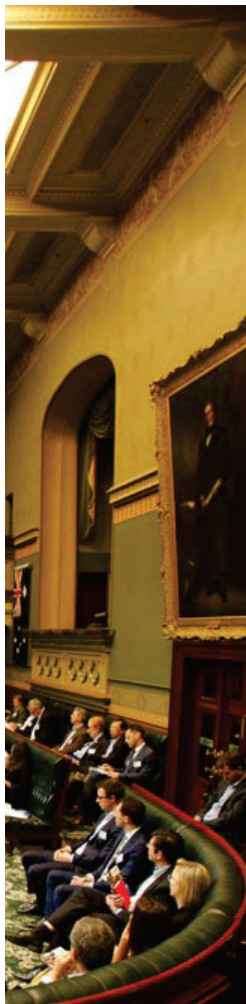
EventFrog are vibrant leaders delivering ideal technology solutions for onsite registration and virtual experiences.

EventFrog offer a complete end-to-end registration service that is dedicated to providing a seamless customer journey from online through to onsite. Their new virtual services on offer can help to deliver the onsite event experience to an online platform.

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## FIRST 5000



First 5000 is the leading online community for medium-sized enterprises in Australia.

Officially launched by GAP on 20 October 2010 at NSW Parliament House, First 5000 provides news and commentary as well as general business support for the mid market, the engine room of the economy.

First 5000 tackles the issues businesses face and allows commentary and debate among its unique membership.

We invite delegates to contribute blogs and thought leadership around the topic of the new normal: *What does the 'new normal' look like for your business?*

<https://www.first5000.com.au>



## OPEN FORUM



*Openforum.com.au* is an interactive policy discussion website hosted and moderated by GAP. It offers a platform for free thought, open debate and policy discussion from an Australian perspective and welcomes blogs and comments from everyone who wishes to contribute.

The website has now showcased nearly 7,000 articles since it went live in May 2007. Publicised by over 8,000 tweets, and thousands of posts on Facebook and Twitter, we feature unique articles written for the site by academics, GAP alumni and members of the public, as well as breaking scientific news and the best articles curated from a range of authoritative Australian sources.

At least three stories are published every day on a range of topics related to GAP taskforces and the forces shaping modern Australia. Regular topics include domestic business, economic and political issues; energy, climate change and the environment; infrastructure and technology; and the international science in the Pacific, Asia, China and the USA. The weekends often showcase wide-ranging articles on culture, history and human psychology.

In 2012, Open Forum held a successful public consultation on strata reform in New South Wales, whose results helped shape the biggest shake-up in the state's strata law for decades.

<https://www.openforum.com.au>

## DELEGATES

**Mr Mike Adams**  
Executive Consultant

**Ms Zha Agabe-Granfar**  
Founder and Executive Director  
VERGE (PNG)

**Ms Sherine Al Shallah**  
Law Student, Tutor and Volunteer  
UNSW

**Ms Lisa Ali**  
Chief People and Sustainability Officer  
Newcrest

**Mr Jack Archer**  
Founder  
ProjectsJSA

**Prof James Arvanitakis**  
Executive Director  
Australian American Fulbright Commission

**Mr Sergio Arzeni**  
President  
International Network for Small and Medium  
Enterprises (INSME), Italy

**Ms Mary Aue**  
Founder  
Coconut Wireless

**Mr Armen Ayyazyan**  
Product Development Manager  
Formtrap

**Mr John Ball**  
Managing Director  
Google Marketing Solutions,  
Australia and New Zealand

**Mr Tony Bates PSM**  
Associate Secretary  
Victorian Department of Education

**Prof Robin Batterham AO**  
Kernot Professor of Engineering  
University of Melbourne

**The Hon Dr Annabelle Bennett AC SC**  
Chancellor, Bond University  
Chair, Australian Nuclear Science and Technology  
Organisation (ANSTO)

**Mr Alexander Benze von Fritz**  
Consultant, Information Integrity Solutions  
Board Member, Fritz Family Foundation

**Ms Wiebke Benze von Fritz**  
Managing Director  
HydroCon Australasia

**Mr Keith Besgrove**  
Vice-Chair  
Internet Australia

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Australian Small Business and Family Enterprise  
Ombudsman (ASBFEO)

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Director  
Bangalay Luxury Villas

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Chairman, Institute for Integrated Economic  
Research (IIER) Australia  
Chairman, JBCS Pty Ltd

**Mr Benjamin Blackshaw**  
Communications Coordinator and  
Project Support  
International Centre for Democratic Partnerships  
(ICDP)

**Ms Olga Bodrova**  
Chief Operating Officer and Director of Research  
Global Access Partners

**Ms Anne Borzycki**  
Director  
IIER-A

**Mr Martin Bowles AO, PSM**  
National Chief Executive Officer  
Calvary Health Care

**Ms Taryn Boyarsky**  
Founder  
The Choice Foundation

**Ms Tina Briggs**  
Program Manager  
International Centre for Democratic  
Partnerships (ICDP)

**Mr Jason Brown**  
National Security Director  
Thales

**Prof Attila Brungs**  
Vice-Chancellor and President  
University of Technology Sydney

**Prof Nick Buckmaster**  
RACP Council Chair  
Royal Australasian College of Physicians

**Mr Gabi Burman**  
Director, System Connection and  
Early Childhood Strategy  
VIC Department of Education and Training



**Mr David Burt**

Director of Entrepreneurship  
University of New South Wales

**Ms Jacky Burton**

Career Development Practitioner  
The Knox School

**Prof Laurie Buys**

Director, Healthy Ageing Initiative  
University of Queensland

**Ms Annette Cairnduff**

Executive Director  
Learning Creates Australia

**Ms Eugenia Caralt**

Principal Consultant  
Information Integrity Solutions

**Ms Nicky Carp**

Co-Founder  
UHG

**Mr Andrew Carriline**

Non-Executive Director  
Kina Securities

**The Hon Ben Carroll MP**

Minister for Crime Prevention, Corrections,  
Youth Justice, Victim Support  
Victorian Parliament

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Project Manager  
Global Access Partners

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Strategic Development Group

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Minerals Council of Australia

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New Zealand Director  
Australia New Zealand Leadership Forum

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Managing Director  
Optias Pty Ltd

**Mr Malcolm Crompton AM**

Co-Founder  
Information Integrity Solutions

**Ms Alison Crook AO**

Chair, Enova Community Energy  
Managing Director, Women's Village Collective

**Dr Michelle Cunich**

Senior Research Fellow, Health Economics  
Charles Perkins Centre  
University of Sydney

**Mr Thomas Daemen**

Director of Corporate  
External and Legal Affairs  
Microsoft Australia and New Zealand

**Ms Michelle Dale**

Assistant Director  
Department of Education, Skills and  
Employment, Australian Government

**Ms Cyndi Dawes**

Director of Practice  
Huddle

**Prof Marc de Rosnay**

Academic Director, Early Start  
University of Wollongong  
Professor of Child Development

**Mr Vincenzo Di Pietro**

Recovery into Resilience Project Team  
Coordinator and Project Team Chair  
Independent Consultant to Shoalhaven City Council

**Dr Peter Dortmans**

Senior Researcher  
Rand Corporation

**Mr Keith Drewery**

Director, Family and Private, Enterprise  
KPMG Australia

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Shadow Attorney-General  
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Climate Councillor  
The Climate Council

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Group Managing Director  
AFG Venture Group

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Co-Founder  
Talent Insight Solutions

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Office Manager  
Office of the Hon Ed Husic MP,  
Shadow Minister for Industry and Innovation

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Mental Health

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Kids First Australia

**Mr Martin Forst**  
Head, Governance Reviews and Partnerships Division  
Public Governance and Territorial  
Development Directorate  
Organisation for Economic Co-operation  
and Development (OECD)

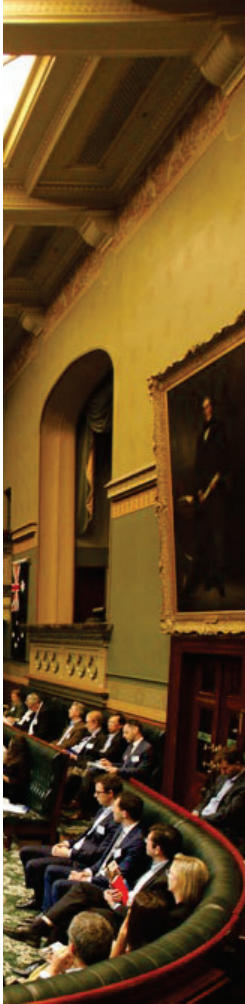
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Google

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Fountaindale Group

**Mr Lawson Fredericks**  
Director  
Fountaindale Group

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Chairman, Global Access Partners  
Group Managing Director, TCG Group

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Co-Founder and Managing Director, GAP  
Director, ICDP and ICDP Foundation



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Head, Climate and Security Policy Centre  
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Director  
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NSW Ministerial Advisory  
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The Heart Research Institute (HRI)

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Principal  
James Horne and Associates

**Ms Helen Hull**

Editor  
First 5000

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Shadow Minister for Industry and Innovation  
Federal Member for Chifley  
Australian Labor Party

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Director, Centre for Nanoscale BioPhotonics  
The University of Adelaide

**Mr Tim James**

Executive General Manager  
Menzies Research Centre

**Ms Nicole Jeune**

Communications Specialist  
United Nations in Papua New Guinea

**Mr Taholo Kami**

Chief Executive Officer,  
Kami Pasifiki – Pacific Solutions  
Specialist Representative on Oceans,  
Government of Fiji

**Mr James Kana**

Managing Director  
Ueniusu'unu Agribusiness Group

**Mr George Karagiannakis**

Executive Manager,  
Government and Industry Relations  
Insurance Australia Group

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Pharmacist  
Pharmaceutical Society of Australia

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National Parliament of Solomon Islands

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Co-owner/Director  
The Kavahouse Limited

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Campaign Director  
The Benevolent Society

**Ms Anita Kumar**

Chief Executive Officer, Early Start  
University of Wollongong

**Ms Shurti Kumar**

Hub Coordinator, Pacific Connect  
Physiotherapist, Fiji Airways

**Mr Ashok Kumar**

Financial Controller  
TCG Group

**Ms Amanda Lamont**

Co-Founder and Vice President  
Australasian Women in Emergencies Network  
Strategist in Disaster Resilience and Disaster  
Risk Reduction

**Ms Amanda Leck**

Executive Director  
AFAC

**Dr John Llewellyn**

Co-Founder and Principal  
Llewellyn Consulting

**Ms Miriam Lumb**

Manager, Policy and Strategy  
SA Fire and Emergency Services Commission

**Mr Brian Mangi**

Hub Coordinator, Pacific Connect  
IT Consultant, Catalpa International and ITSUP

**Ms Penny Mapp**

Executive Director  
Grahame Mapp Foundation

**Dr George Margelis**

Chair  
Aged Care Industry Information  
Technology Council

**Ms Simone Marks**

Acting Director  
Collaborative Partnerships  
Labour Market Policy Branch  
Labour Market and Workforce Policy Division  
Department of Education, Skills and Employment,  
Australian Government

**The Hon Richard Marles MP**

Deputy Leader of the Opposition  
Australian Labor Party



**Ms Tracy Marsh**

Managing Director  
Work-Ready

**Ms Tamara Martin**

Industry and Innovation Manager  
UNSW

**Ms Leila Maugeri**

Recruitment Consultant  
Randstad Australia

**Ms Joanna Maxwell**

Director, Age Discrimination Team  
Australian Human Rights Commission

**Mr Ian McAuley**

Independent Public Policy Professional  
Lecturer, University of Canberra

**Mr Michael McDaniel**

President, Modern Workplace  
DXC Technology, USA

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Chief Executive Officer  
Healthy Australia

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Group Chief Executive Officer  
Think Brick Australia

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Managing Director  
Elbit Systems of Australia

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Director  
Australian Federal Police

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Executive Director  
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Former National Children's Commissioner  
Australian Human Rights Commission

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Director, Disability Reform  
NSW Department of Communities and Justice

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Director  
The Partnership People

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Principal Research Scientist  
CSIRO

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General Manager, Pastoral Services  
CatholicCare

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Deputy Chief Executive Officer and  
Chief Operating Officer  
National Drought and North Queensland Flood  
Response and Recovery Agency

**Ms Samantha Page**

Chief Executive Officer  
Early Childhood Australia

**Mr Steve Patrick**

Head of Strategic Projects and General Counsel  
DMTC Ltd

**Prof Pip Pattison AO**

Deputy Vice Chancellor, Education  
University of Sydney

**Ms Simone Pensko**

Chief Executive Officer  
International Centre for Democratic Partnerships (ICDP)

**Mr Victor Pertou**

Chief Optimism Officer  
The Centre for Optimism

**Dr Sandra Peter**

Director, Sydney Business Insights  
The University of Sydney Business School

**Dr Gabrielle Phillips**

Senior Executive,  
Housing and Specialised Services Group  
Australian Institute of Health and Welfare

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Pacific Rim Consulting Group

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Executive Partner, Australia  
Herbert Smith Freehills

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Chairman  
Strategic Development Group

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Senior Staff Specialist, Alice Springs Hospital  
Honorary Lecturer, ANU

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Project Director  
Resilient Projects

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Principal Scientist: Autonomy, Behaviour,  
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DSTG

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Minister for Counter Terrorism and Corrections  
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Lecturer  
Western Sydney University

**Mrs Heather Ruddock**

Business Development Consultant

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Mayor, Hornsby Shire Council  
President of the NSW Liberal Party

**Ms Michele Rumsey**

Director, WHO Collaborating Centre for Nursing,  
Midwifery and Health Development  
University of Technology Sydney

**Dr Mike Rungie**

Director  
Global Centre for Modern Ageing

**Ms Karen Russell**

National Manager  
Early Years and Government Programs  
The Smith Family

**Prof Pasi Sahlberg**

Professor of Educational Policy  
Deputy Director, Research  
Gonski Institute for Education  
UNSW School of Education

**Mr Sam Salli**

Chief Executive Officer  
Skyeye

**Ms Karolina Salanoa**

Director  
Pacific Business Networks

**Mr Chris Sampson**

Director  
Digital Society Foundation

**Ms Claudia Santangelo**

Development Manager  
College of Health and Medicine, Advancement  
The Australian National University

**Prof Deborah Schofield**

Director, Centre for Economic Impacts of  
Genomic Medicine (GenIMPACT)  
Faculty of Business and Economics  
Department of Economics  
Macquarie University

**Dr Melis Senova**

Co-founder, Huddle  
Author of *This Human*

**Ms Alison Sheehy**

Project Officer  
Global Access Partners

**Dr Tony Sherbon**

Specialist Consultant  
Sherbon Advisory

**Mr Leo Silver**

Director  
Soho Linux Pty Ltd

**Ms Terri Solsky****Mr David Spratt**

Research Coordinator  
Breakthrough National Centre for Climate Restoration

**Prof Narayanan Srinivasan**

Professor of Security and Risk  
Edith Cowan University

**Prof Natalie Stoianoff**

Director, Intellectual Property Program,  
Faculty of Law  
University of Technology Sydney

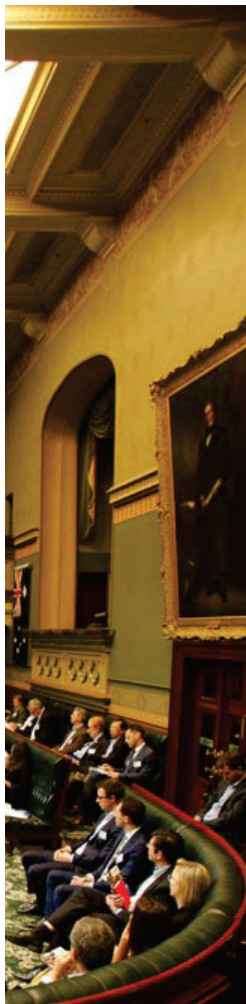
**Ms Tanya Stoianoff**

Head of Government Affairs  
DXC Technology Australia and New Zealand

**Ms Elizabeth Stone**

Principal  
Queenwood School





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**Mr Tony Surtees**

Chairman, Entrepreneurs Programme Committee,  
Department of Industry, Science,  
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Director, Menzies Foundation  
Chairman, Laava.id  
Vice President, Stanford Australia Association

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Advisory Board Member and Interim Executive  
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Professor - Early Childhood Education and Care  
Institute for Social Science Research  
The University of Queensland

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Managing Director  
Information Integrity Solutions

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Hub Coordinator, Pacific Connect  
Co-Founder, Landscaping Solutions Fiji

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Director  
IJ Watt Pty Ltd

**Dr Ian Watt AC**

Chairman, ICDP  
Director, ICDP Foundation

**Dr Matt Wenham**

Manager - Policy and Governance  
Department of Defence

**Dr Damian West**

Deputy-Director General,  
Workforce Capability and Governance  
Chief Minister, Treasury and Economic  
Development Directorate  
ACT Government '

**Dr John White**

Chairman  
Regenerative Australian Farmers Pty Ltd (RAF)

**Dr Russell Wise**

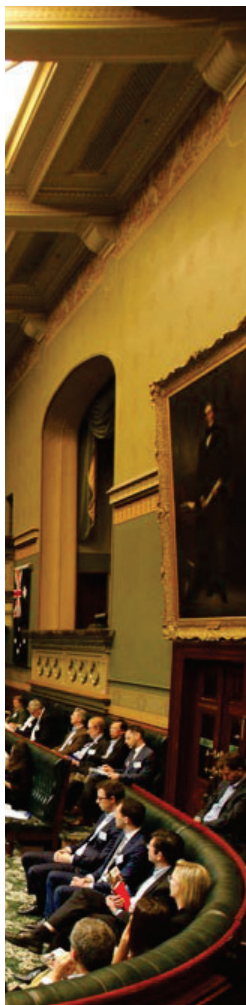
Principal Sustainability Economist  
CSIRO

**Ms Tiffany Wright**

Director Education, Australia  
Microsoft

**Prof Ian Young AO**

Director, ICDP  
Kernot Professor of Engineering, University of Melbourne



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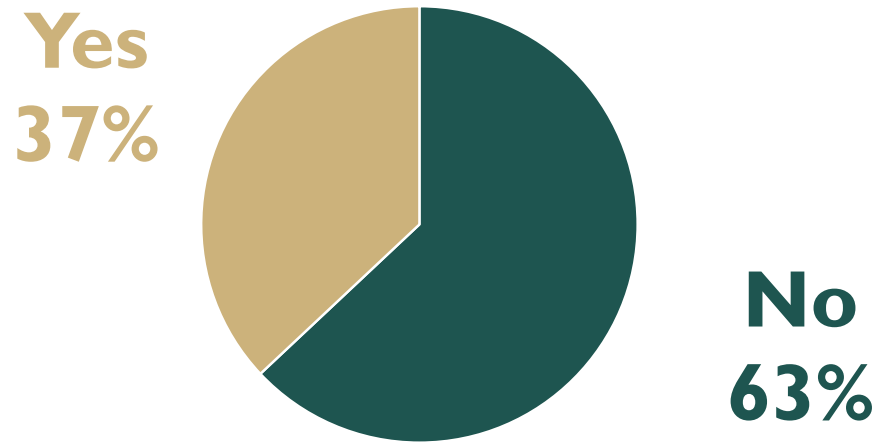
**Prof Peter Yu**

Vice-President (First Nations)  
The Australian National University

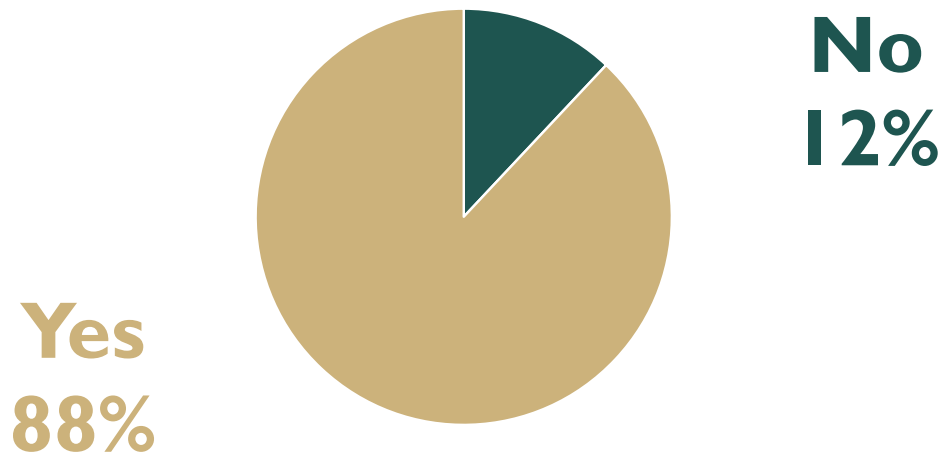
**Mr Christopher Zinn**

Consultant, Consumer Engagement and  
Media Strategies  
Determined Consumer

**1. Should Australia open up at 80% double vaccinated with no further restrictions regardless of case numbers?**



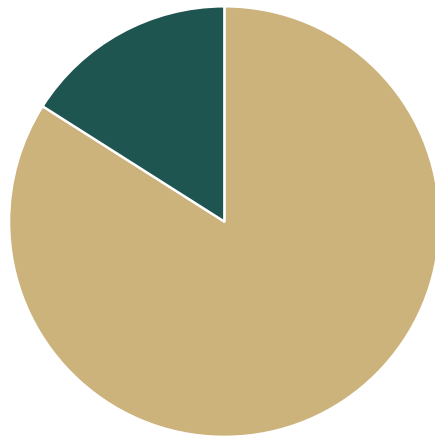
**2. Should Australia relax its skilled worker immigration policy?**



### 3. Have two years of immigration curbs shown that Australia can prosper without relying on overseas labour?

Australian companies, universities and governments should train Australians to succeed in the highly skilled jobs of the future

**Yes**  
**16%**

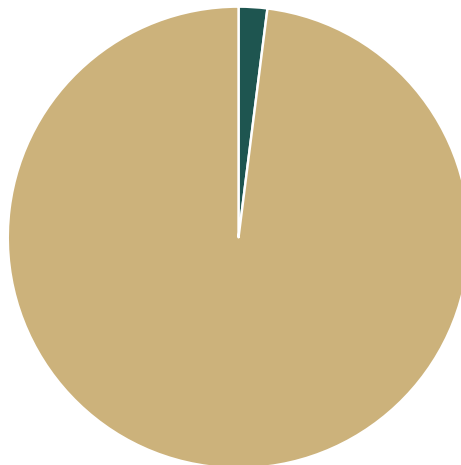


**No**  
**84%**

Immigration restrictions should be eased to import large numbers of skilled workers from abroad to quickly fill gaps in the market

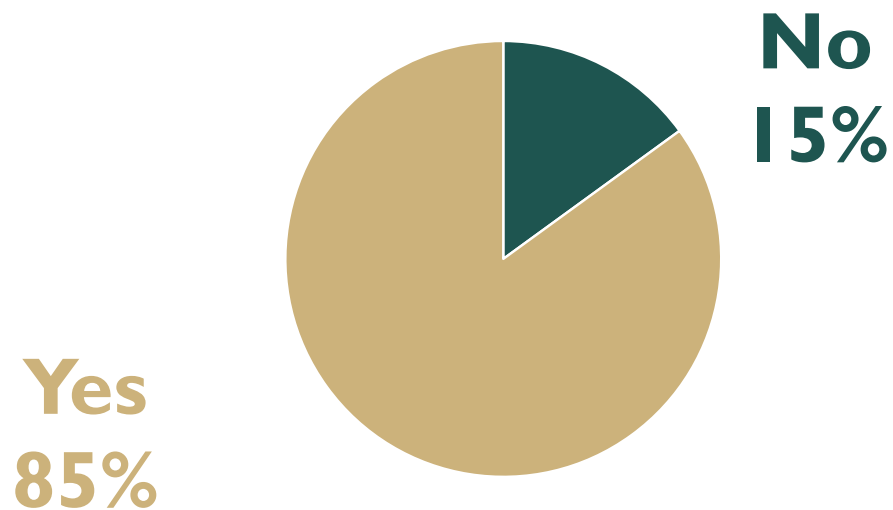
### 4. Should Australia adopt a net zero carbon emissions target by 2050?

**Yes**  
**98%**

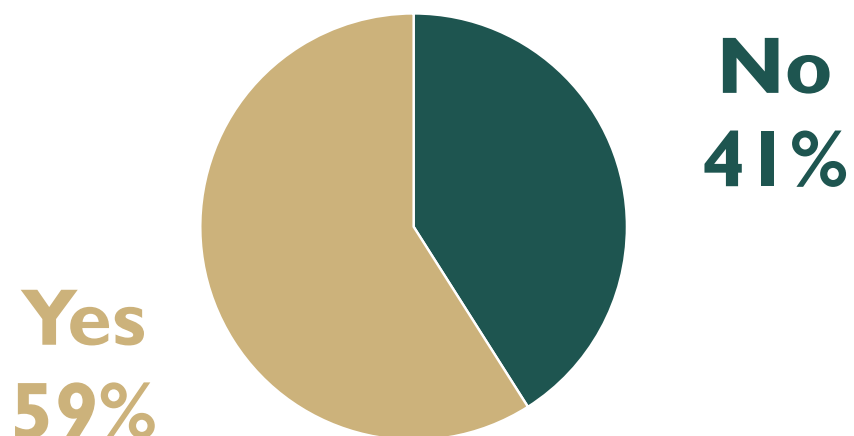


**No**  
**2%**

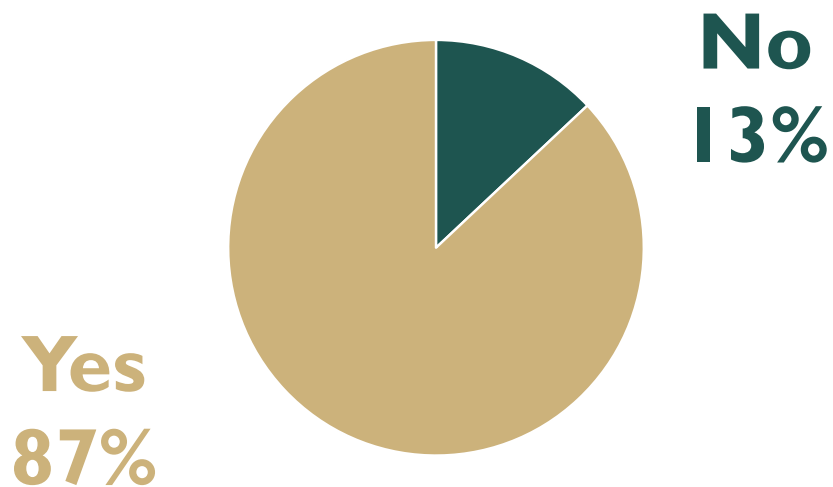
**5. Should social media platforms hide misinformation from users regardless of concerns around free speech?**



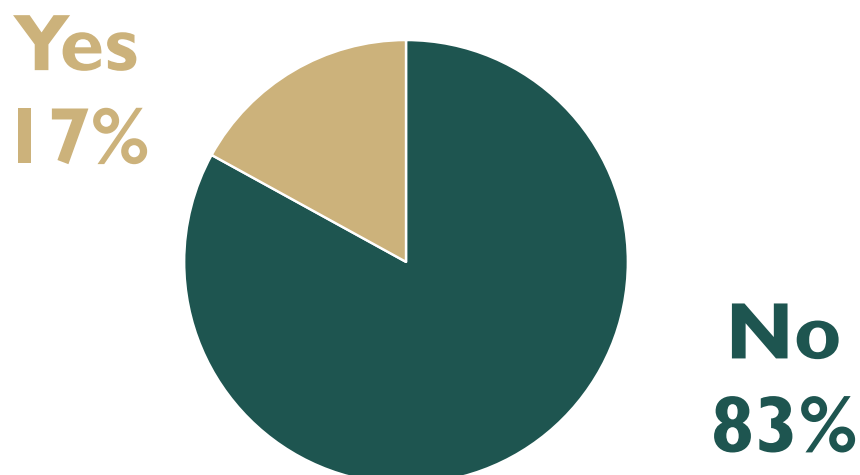
**6. Will the social, economic and mental health impact of COVID restrictions outweigh the physical health toll of the pandemic?**



**7. Should Australian governments subsidise domestic manufacturing to increase resilience, even at the cost of higher prices?**



**8. Will pre-COVID working, shopping and retail norms return once restrictions are lifted?**





**9. Has the pandemic performance of Australia's governments created a case for constitutional reform?**

