



QUEENSLAND
FUTURES INSTITUTE

Annual Leaders Survey 2026

Initiatives for 2026

Introducing the QFI Annual Leaders Survey

The Queensland Futures Institute is at the forefront of delivering independent, future-focused thought leadership for Queensland.

The QFI is a thought-leadership organisation of business, industry and community member organisations working with and alongside Government to identify future opportunities and solutions to challenges. Our member organisations are prominent, forward-looking organisations, dedicated to advancing State-wide prosperity. They share the view that the vast potential of our great State will be best realised by collaborating to tackle Queensland's future challenges and seize its many opportunities.

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

Infrastructure, Energy and the Next Decade

Queensland's leaders see the state at a generational inflection point, with an unprecedented infrastructure pipeline, the Brisbane 2032 Olympic and Paralympic Games, and the energy transition converging simultaneously. Contributors describe extraordinary momentum — strong population growth, record capital investment and a rising global profile — yet caution that delivering on this ambition will require streamlined approvals, sequenced project prioritisation, workforce capacity to match the scale of the build, and resilience planning for climate volatility. Energy is treated as a foundational enabler: whether the focus is renewable generation, battery storage, critical minerals processing or gas supply, contributors see Queensland's energy future as inseparable from its long-term economic competitiveness.

Workforce, Education and Health as Economic Infrastructure

A powerful cross-cutting theme is the recognition that human capital will determine whether Queensland realises its potential. Leaders across universities, TAFE, schools, health and industry argue for education and training systems that are more flexible, integrated and responsive to industry need — including lifelong learning pathways and stronger school-to-TAFE-to-university transitions. Closely linked is a growing consensus that preventative health and workforce wellbeing should be treated as productivity levers, not cost centres. Housing supply emerges as an essential enabling condition: without adequate, affordable housing in the right locations, Queensland cannot attract or retain the workers it needs.

Collaboration, Innovation and Regional Balance

Contributors consistently call for deeper collaboration across government, industry, universities, communities and the financial sector, arguing that challenges from biomedical commercialisation and AI adoption to disaster resilience are too interconnected for any single sector to solve alone. There is strong emphasis on ensuring growth extends meaningfully into regional Queensland, where ports, agriculture, community sport and local healthcare form the backbone of economic and social life. Institutional investors signal willingness to deploy long-term capital into Queensland assets, provided policy settings are stable, and financing models enable productive public-private partnerships.

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



Steve Greenwood
Chief Executive Officer,
Queensland
Futures Institute



Kate Farrar
President,
Queensland
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Kate Farrar

**Chief Executive Officer
Brighter Super**

Queensland's competitive edge is creating opportunity – and Brighter Super is investing in it.

Queensland is rapidly growing, with significant competitive advantages in the scale and diversity of its economy, strong population growth and the 2032 Olympic Games.

These advantages give Queensland an edge, making it an attractive place to invest.

Brighter Super is proud to invest in Queensland's future, supporting members and their communities, driving job creation and economic growth, and delivering strong long-term returns.

Strong economic momentum

Queensland has world-class resource, energy, agriculture and tourism industries. These are complemented by major economic engines in health, education, construction and services.

The state's entrepreneurial flair and vibrant start-up sector are helping drive growth. In CommSec's State of the States report, Queensland ranked second nationally for overall economic performance and third for economic growth.

Queensland's population is fast approaching six million, with uniquely high interstate migration. This growth will add capability and opportunity. Yet it will also require investment in housing, health, education, infrastructure, energy and other essential services.

With 340,000+ members and more than \$37 billion in funds under management, Brighter Super has a

meaningful stake in supporting Queensland. Our focus is clear: deliver strong outcomes for members while backing the communities where they live and work.

These factors show why Brighter Super's Queensland Investment Strategy matters. With almost half of our \$500 million commitment already mandated, members can see their super making a difference across Queensland.

Backing next generation enterprises

Queensland is an entrepreneurial state. Its strong and growing financial services sector can support next generation enterprises.

In 2025, in partnership with QIC and Queensland Government, we activated a \$50 million mandate to support high-growth Queensland companies in artificial intelligence, digitisation, and agricultural and healthcare technology – building on the state's entrepreneurial strengths beyond traditional head-office centres.

Supporting regional Queensland

Regional Queensland is not just part of our footprint – it's core to who we are. We are proud to be custodians of \$12.8 billion in retirement savings held on behalf of around 58,000 regional members.

That is why we welcome the QFI's new Council for Queensland's Regions, strengthening investment in places such as Mackay, Townsville, Cairns and Gladstone, which are critical to the state's workforce, housing pipeline and long-term growth.

World-class agriculture

Queensland's producers are global leaders. Our \$75 million commitment to the Queensland Riparian Agriculture and Food Transition Trust is backing farmland, agribusiness, water assets and regional agricultural infrastructure – supporting resilient supply chains and long-term member returns.

Supporting Queensland, strengthening retirements

Our purpose remains helping Queenslanders retire confidently. This can only happen when the communities they retire into thrive and grow.

Brighter Super will continue investing in what makes Queensland different – its regions, industries and communities – helping turn growth into long-term, shared prosperity.



Bruce Rush

Chief Executive Officer
Suncorp Bank and
Managing Director Queensland
ANZ

Investing in Queensland's Next Chapter

Queensland's growth story is evolving. The state has emerged as one of Australia's most important growth engines, with Queensland's economy growing by 2.2% in 2024-25, the strongest of all major states. Population inflows, infrastructure investment, and labour market strength are converging in ways that are reshaping the state's economic future. This moment calls for long-term thinking and partners committed to Queensland's success.

Significant infrastructure investment is reshaping Queensland's cities and regions, with preparations for the Brisbane 2032 Olympic and Paralympic Games acting as a powerful catalyst. The Games are expected to drive billions of dollars in economic and social benefits for Queensland and Australia, supporting jobs and a lasting legacy in transport, housing and community infrastructure. Queensland continues to see strong lending activity across housing and construction, and its agricultural sector remains central to the state's prosperity.

Queensland's growing population is powering its robust economy, enabled by strong interstate migration and the South-East Queensland corridor outpacing the nation in population growth. This influx is strengthening the workforce, diversifying the economy, and reinforcing Queensland's position as one of Australia's top growth states.

ANZ is bringing national scale, investment and capability to support Queensland's continued growth and to help build a strong financial services sector in the state. The Bank is committed to establishing an

employment Hub based in Brisbane that leverages the talent and capability that exists in Queensland.

ANZ will do this through meaningful lending commitments that help Queenslanders turn ambition into reality. From small and medium businesses investing to grow, to households navigating a dynamic housing market, access to finance remains critical. We are focused on supporting customers who are creating jobs, driving innovation and contributing to resilient local economies across metropolitan, regional and rural Queensland.

Looking ahead, investing in future capability to build a diverse, skilled and adaptable workforce is important for Queensland's long-term success. Ongoing diversification of Queensland's economy is reflected in the strength across employment sectors, including financial and professional services. Through university partnerships, industry-led initiatives such as hackathons, and employment and professional networks, we are helping to build that pipeline of talent. Our Queensland Hub will bring these efforts together, supporting collaboration, innovation and career pathways that allow people to build their futures here in Queensland.

Strong economies are underpinned by strong communities. That's why we continue to support initiatives that address housing affordability pressures, invest in critical capabilities such as cyber security to help protect customers, and contribute to cultural events that bring people together, including the Brisbane Festival. These efforts reflect our belief that economic growth should be inclusive, sustainable and shared.

We remain deeply committed to agribusiness customers and regional communities. From deep industry engagement to standing alongside customers during natural disasters in North Queensland, we understand the importance of being present not just in times of growth, but when communities need support most.

Queensland's story is one of momentum and possibility. As Queensland enters this next chapter, ANZ is committed to playing a leading role in backing customers, investing in local capability and supporting communities across the state. With strong Queensland foundations and the scale, expertise and stability of a national bank, ANZ is well positioned to support the state's continued growth and resilience. ANZ is focused on being Queensland's bank for the future and a long-term partner helping Queenslanders move forward with confidence.



Dan Clark
Chief Executive Officer
Australia Pacific LNG

As Australia Pacific LNG marks a decade producing LNG in Queensland it will be this year that determines investment over the decade ahead.

In a world where demand for energy is growing and knowledge not only is power but needs power for AI, the stakes couldn't be higher for Queensland's economic growth and productivity.

Australia Pacific LNG's investment of \$60 billion to date is supporting the largest supply of natural gas to Australia out of the east coast LNG producers at over 2,300 petajoules. Our supply of natural gas is securing thousands of manufacturing jobs from Central Queensland down to northern New South Wales and providing a reliable backup for renewable energy by powering homes and businesses when the sun and wind can't.

At Australia Pacific LNG we are proud of our record in backing Queensland and Australian jobs for a nearly a decade. The problem with the east coast gas market is that for all the natural gas Australia Pacific LNG are putting in there's nothing to stop others taking it back out of Australia.

There's an old rhyme about a leaking bucket, no matter how many clever regulatory fixes are suggested, it continues to leak because the real problem isn't addressed.

Right now, Australia's east coast gas market is that bucket: patch after patch has been applied, but the fundamental leak remains. It's time to stop the back and forth and finally fix the hole.

That's why Australia Pacific LNG is backing the introduction of export permitting from 2027 to ensure that all east coast LNG producers are contributing their fair share to the Australian market. If a company wants to export LNG from Queensland and Australia, they should be making natural gas available to Australians first.

Not only will export permitting deliver downward pressure on natural gas prices to support manufacturing, local businesses and households, it also provides the clear market signals and level playfield needed for investment by taking shortfalls off the table.

Export permitting is a simple solution that provides the right incentives for exporters and local producers to develop their own gas reserves and increase supply to Australians first, while disincentivising the purchase of domestic gas to sell to overseas buyers.

With the spectre of intervention lifted Australia Pacific LNG would have the certainty to invest in more natural gas supply above our export contract commitments providing greater energy security both for Australia and our international trade partners.

The next year provides a generational opportunity to introduce the right policy settings to deliver downward pressure on natural gas prices while supporting the investment in supply that will be critical to the future growth and productivity of Queensland and Australia's economy.

Queensland is positioned to be at the future of Australia's economic growth story and prosperity even more so than it has over the last century. The opportunity is before us and it's now incumbent on all of us to seize it.



Kathy Vincent
Chief Executive Officer
Australian Retirement Trust

ART is proud of our place in Queensland's history and future. We serve 2.4 million members across Australia, 64% of whom live and work here in the sunshine state.

Our responsibility is straightforward: to help Queenslanders and Australians build strong retirement outcomes. We honour that promise by focusing on investments that deliver long term financial growth, while strengthening the communities our members are part of. When we invest in Queensland, we do it with a clear principle in mind – our members' best financial interests come first.

Today, approximately half of ART's \$370 billion total portfolio is invested in Australia, including billions of dollars in holdings in Queensland-based companies, assets and infrastructure that's essential to the state, including Brisbane Airport and G'day Group holiday parks.

But our role goes beyond large assets. We've also invested in assets and infrastructure that support everyday Queenslanders including social and affordable housing, aged care and the community facilities that support healthy, thriving lives today and into retirement.

Through the Queensland Social Housing Fund, we're working alongside Brisbane Housing Company, QIC, the Queensland Government and Housing Australia to deliver hundreds of new homes across South East Queensland. These are investments designed to generate returns for members while contributing to housing supply.

And given Queensland's population growth and future goals, there's a role for investors like ART to play. Attracting the investment needed will depend on a stable economy and enabling policy settings.

To help see Queensland reach its full potential, we support reforms that enable long term capital – like ours – to partner with government in a meaningful way.

Financing models that include both government and private capital can improve productivity and deliver a pipeline of critical investment projects in areas like energy, digital infrastructure, transport and housing.

Governments should seek to develop financing models that underwrite or otherwise minimise development risk and allow for government capital to be swapped out for other pools of suitable capital, including Australian superannuation funds, once an economic return profile has been established.

Doing so allows Government investment to be efficiently deployed and importantly reused, rather than be used once and then sunk, on critical investments projects that will support economic growth and build our communities.

There's so much for the state to look forward to in coming years, and so much opportunity for growth. Policy settings, a stable economy and a plan for the future will make Queensland even more attractive to investors, including ART, who will continue to back Queensland.



Gert-Jan de Graaff
Chief Executive Officer
Brisbane Airport Corporation

Queensland is entering a defining period of growth, and Brisbane Airport plays a critical role in supporting that future. Aviation is essential to Queensland's way of life, connecting us to family, friends and communities and allowing us to explore the world.

As Australia's most connected domestic airport, operating 62 domestic routes - 30 of them within Queensland – Brisbane Airport provides vital access to the State's capital and to our regions. This connectivity supports businesses, the movement of freight, access to essential health services and the everyday travel that Queenslanders rely on.

At the same time we are continuing to strengthen Queensland's global connectivity. With Brisbane Airport now flying to 35 international destinations, we are already delivering significant economic value for the state, while enabling the social and cultural benefits that flow from being a truly global city.

Brisbane Airport is also one of South East Queensland's largest employment hubs, with more than 25,000 people working across the precinct, contributing more than \$5 billion to Queensland annually.

We know that when Brisbane Airport is busy, Queensland is thriving — which is why our focus is on ensuring the airport is equipped not only for today's needs but for the decades of growth ahead.

A seamless border experience is fundamental to this ambition. As international travel continues to accelerate, it is critical that we remove bottlenecks and embrace technology that streamlines the movement of people. Faster, smarter and more intuitive border processes are essential to keeping people and commerce moving efficiently. By investing in next-generation screening, biometrics and digital processing, we can deliver a travel experience that strengthens Queensland's reputation as an open, welcoming and globally-connected state.

Connectivity on the ground is just as important as connectivity in the air. With Brisbane growing rapidly, airport passenger numbers are forecast to reach 60 million annually by 2050 while on-site employment is expected to increase to 50,000 people. This growth makes reliable, affordable and efficient access to the airport and surrounding precinct increasingly critical. Ensuring efficient access—whether by bus, rail, metro, car or active transport—will be essential to supporting the jobs and industries taking shape here.

We strongly welcome initiatives such as the proposed extension of Brisbane Metro to the airport terminals. We also recognise the need for a long term, government led solution to heavy rail that delivers frequent, affordable and competitive access to our terminals and business precincts. A truly multi modal transport network will be one of the most important enablers of Queensland's ongoing growth, and we stand ready to work with partners across all levels of government to help make this a reality.

Queensland has extraordinary momentum. With the right investment in seamless borders and efficient multimodal transport, Brisbane Airport will continue to support the state's prosperity—driving jobs, enabling growth and ensuring Queensland remains one of the most connected and competitive destinations in the world.



Anthony Ryan
Chief Executive Officer
Brisbane Economic
Development Agency

Lovers of Brisbane! That's how I greet my team at BEDA most mornings. It's a simple phrase, but it captures something powerful: cities move forward when their people believe in them.

We often measure progress in cranes, capital and visitor numbers. Those matter – and Brisbane's momentum is undeniable. Record visitor spending, a pipeline of major events, and more than \$100 billion in major projects investment is reshaping how we move, connect and grow.

But momentum is also emotional. It's the confidence that builds when locals feel proud of their city excited about what's ahead.

That shared pride is Brisbane's multiplier.

It influences how a visitor is welcomed, how a precinct feels after dark, and whether someone choose to build a future here.

At BEDA, our focus is on attracting visitors, investment and events – but it's Brisbane's people who deliver the experience. From small business owners and hospitality teams to volunteers and innovators, they are the reason visitors stay longer, spend more and return. They are why talent builds careers here and why investors back our growth.

With transformational infrastructure now locked in and underway – from transport to stadiums – and the 2032 horizon fast approaching, now is the time to unite the city behind a shared vision.

And experiences, like major events and activated precincts, play a key role in building that shared momentum.

Destination 2045 sets out Queensland's ambition to become Australia's sporting capital, and working closely with Tourism and Events Queensland, Lord Mayor Adrian Schrinner, and Brisbane City Council, we're delivering a vibrant calendar — from NRL Magic Round and Brisbane Festival to Bluey's World and next year's Rugby World Cup. Yet securing events is only part of the equation.

Our City Welcome Strategy ensures Brisbane delivers a cohesive, memorable experience. We're empowering everyone - from taxi and bus drivers to hotel teams and volunteers – to be frontline ambassadors who help visitors feel the warmth of this city. This will define how the world experiences our city, now and in 2032.

A shared vision accelerates progress. Through initiatives like our Better Brisbane Alliance and State of the City Report, we're aligning leaders across sectors around Brisbane's opportunities. Brisbane City Council's Making Our Mark initiative and the Brisbane 2032 teams recently launched vision both invite our community to shape a lasting legacy. Let's build on that momentum together.

Of course, real challenges exist. Rapid growth pressures housing and infrastructure, and these issues must be heard and addressed through collaboration and practical action. Yet the next six years offer a rare window. With new transport links, new precincts, and a rising global profile, Brisbane's legacy will reach far beyond the Games.

As Queensland's capital, Brisbane plays an important role in connecting opportunity across the state. When the city moves forward with clarity and collaboration, the benefits are shared across Queensland.

Economic momentum attracts attention. Emotional momentum will supercharge it.

And if we harness both, the years ahead will be nothing short of extraordinary.



BRISBANE GIRLS GRAMMAR SCHOOL



Jacinda Euler Welsh

Principal
Brisbane Girls Grammar School

In an era when AI has dramatically reduced the friction in finding answers, it brings into sharp focus that a truly rigorous education has never been about answers alone. It's about the questions we ask.

Fearless curiosity, deep thinking, the courage to challenge convention and, most importantly, the resilience to embrace uncertainty, are qualities long nurtured at Brisbane Girls Grammar School. Today, they are more important than ever. The rapid pace of change can be overwhelming. And when answers are a click away, our capacity to sit with uncertainty is rapidly dwindling.

The key to facing this challenge lies in reframing uncertainty as endless possibility. As Nobel Laureate in Chemistry, Ilya Prigogine wrote: 'The future is uncertain ... but this uncertainty is at the very heart of human creativity.'¹ For Prigogine, the unknown was not something to fear, it was cause for excitement, because from it springs curiosity, agency, innovation and opportunity.

In 2026, we have had a very tangible reminder of this adaptive mindset at Girls Grammar, with the energetic arrival of our historic inaugural intake of Year 5 and 6 students. The decision to expand our offering to primary years was a response to rising demand in Brisbane for excellence in education from an earlier age. While there were many opportunities for boys in the independent primary space, there were significantly fewer for girls. So, as our founders did in 1875, we have sought to ensure that girls share the same advantages open to their brothers.

The introduction of this younger cohort has reminded us that, whatever our age, childlike wonder and excitement is something we all need to hold on to, or rediscover. It is important for all our nation's students, when they graduate, to have the very real belief that they can contribute to the world, because the unknowns before us today present many opportunities for flexible knowledge workers of the future.

The Queensland Government is currently developing a Science and Innovation Strategy, but emerging industries have already been identified that will drive future jobs growth and investment in this state, including quantum technologies, precision engineering, AI-enabled healthcare, next generation aerospace technologies, advanced mining techniques and agricultural technology. These disparate fields share a common feature: to deliver world-leading outcomes, employees need to combine advanced knowledge and skills with truly creative thinking. And the role of schools is to nurture that skillset.

At Brisbane Girls Grammar School, we remain focused on empowering our girls to view the world through a lens that is flexible, bold and forever curious, so they will look to the future as something they can shape.

¹Prigogine, I. (1995). A (very) brief history of certainty. *Network – The Scientific and Medical Network Review*, (56), 6–7.



Nick Hamilton
 Managing Director
 and Chief Executive Officer
 Challenger

Australia’s retirement market is going to boom in the next decade with \$3.6 trillion dollars expected to move into retirement phase over the next 20 years. Close to one million people aged over 65 live across Queensland electorates. That’s a big number. And each year, nationally a population nearly the size of the Sunshine Coast will enter retirement, reinforcing a demographic shift that is reshaping both the state and national economy.

Yet when it comes to delivering financial security in retirement, the system is falling short of meeting the needs of those moving into retirement. This transition is often framed as a fiscal challenge, but it should equally be recognised as an economic opportunity. A strong retirement system is one of Australia’s greatest economic assets, but the settings around the retirement phase haven’t kept pace with the scale of super or the needs of an ageing population.

We know from behavioural science that financial certainty in retirement gives people confidence, and that confidence means people can spend. Our challenge is that Australia’s current retirement system doesn’t give all Australians the financial confidence they need.

Reform that helps retirees turn savings into income doesn’t just improve financial security—it strengthens the broader economy through more reliable and stable income. That is productivity enhancing at a structural level.

APRA has proposed capital reforms to the capital requirements for annuities that are the most significant change for providers of longevity and retirement products in a generation. They will help to remove some of the long-standing disincentives, support innovation, and build the foundations for a retirement market that can operate at scale.

But regulatory reform alone will not be sufficient. The defining policy priority must be bringing financial advice and retirement guidance to Australians at scale. The traditional model of comprehensive advice will remain appropriate for some, but millions approaching retirement require simpler, targeted guidance that helps them make confident decisions about combining flexible income sources with solutions that provide certainty and longevity protection.

Expanding access to advice, enabling super funds to engage more meaningfully with members and supporting digital and hybrid delivery models will be critical to achieving this.

As a specialist provider in retirement income, Challenger supports efforts to expand access to scalable advice and guidance that help retirees make confident decisions about income, certainty and longevity.

Queensland is well positioned to help lead this transition. The state’s growing financial services capability, strong superannuation presence and expanding retiree population create a natural platform for innovation in retirement income and advice delivery. As Queensland shapes its future economy, retirement security should be viewed as economic infrastructure alongside housing, energy and skills.

The opportunity now is clear. Government, industry and regulators should work together to build a retirement system that enables Australians to confidently use their retirement savings to achieve a comfortable retirement with a secure income. If the past forty years were defined by helping Australians save, the next must be defined by helping them live well from those savings. Delivering accessible advice, scalable retirement solutions and supportive policy settings will ensure that Australia’s retirement boom becomes a source of economic strength rather than uncertainty, for Queensland and the nation alike.



Peter Jarrett

General Manager, Business Aspect
Data#3

With strong population growth, a record infrastructure pipeline, and the global spotlight of the 2032 Olympic Games, Queensland has a rare opportunity to shape a more productive, resilient and technology enabled economy. While global uncertainty and volatility persist, the next decade will be defined by decisive action grounded in prudent investment and a unified commitment to lift productivity through digital transformation.

Queensland's future prosperity – across energy, advanced manufacturing, biotech, agriculture, financial services and the public sector – will be increasingly determined by how effectively we can harness technology. Digital capability is the connective tissue that underpins Queensland's competitiveness, service delivery and economic resilience. The advanced use of data, automation and artificial intelligence offers significant potential to drive impactful productivity gains, particularly in service based industries that employ many Queenslanders.

Business Aspect, as a wholly owned subsidiary of Data#3, has for over 20 years been providing pragmatic advice to Queensland organisations to navigate complex change by harnessing the power of people and technology for a better future.

Three themes stand out as critical to Queensland's future:

Accelerating AI Adoption

Artificial intelligence is moving rapidly from experimentation to reality, with the potential to replace human labour at a substantial scale. Used responsibly, it can help unlock productivity, improve

service quality, strengthen cybersecurity, help organisations do more with less, and drive greater innovation and creativity. However, this needs to be balanced with deliberate investment in digital skills, ethical governance and modern platforms that enable safe, scalable adoption. Further, if outlier predictions prove true, there may be shifts in the economy to reorient around agentic rather than human labour which could drive substantive cultural, structural and capability shifts. Queensland's education institutions and innovation precincts provide a strong foundation, but deeper and more coordinated industry partnerships will be essential to a future ready workforce.

Growing Demand for Digital Infrastructure

The rise of AI and data intensive workloads is driving significant demand for cloud services, data centres and supporting infrastructure. This is already placing upward pressure on hardware, energy and construction costs. For Queensland organisations, this reinforces the importance of disciplined investment decisions – prioritising initiatives with clear economic and productivity benefits and acting decisively where the economic benefit is clear before costs rise further.

Protecting Critical Digital Infrastructure

Queensland's increased visibility on the global stage ahead of the 2032 Olympics, combined with a more volatile threat environment and extreme weather events, heightens the importance of cybersecurity, data governance and digital resilience. Strengthening organisational maturity in these areas, including business continuity and disaster recovery, is fundamental to sustaining reliable economic performance.

Queensland is well placed to capitalise on these opportunities. Our quality of life, geopolitical stability and strong education sector provide enduring advantages. If government, industry and the community work together in a coordinated way to turn ambition into execution, I am confident Queensland will deliver a more productive, resilient and prosperous decade ahead.



Julian Simmonds
 Chief Executive Officer
 Economic Development Queensland

Activating Land to Deliver Queenslanders A Place to Call Home

Delivering more places to call home for Queenslanders is fundamental to the state's long-term prosperity and liveability. As Queensland continues to grow, the ability to deliver homes at pace and scale, in the right locations and supported by the right infrastructure, is critical to meet the current housing crisis.

Land availability sits at the centre of this challenge, making unlocking land to deliver homes a top priority. Three new Priority Development Areas (PDAs) declared in the last ten months, have the potential to unlock 33,000 homes across 3,960 hectares of greenfield land. Green and red tape has also been reduced in PDA development schemes like Northshore Hamilton and Woolloongabba, removing mandates to provide a simpler and more streamlined planning process. Last financial year, a record 8,003 new lots and dwellings were approved by Economic Development Queensland (EDQ).

Accelerated progress will only be made by strengthening collaboration between government and industry, recognising the distinct roles each play in the housing market. Government is a key landowner with the ability to provide coordination, planning certainty and infrastructure delivery, to de-risk and unlock surplus sites. This compliments industry's market expertise in designing, constructing and delivering different and diverse housing types.

This is why the Queensland Government has established the nation-leading Land Activation

Program (LAP) which is this year being rolled-out across Queensland. Led by EDQ, this initiative will unlock underutilised government owned land for housing development.

The program provides a whole of Government coordinated approach to giving the market access to underutilised land and removing current impediments that are preventing it from being developed. This includes using EDQ's unique enablers to remove planning and development roadblocks, provide enabling infrastructure and support faster market transactions.

A key feature of the program is that EDQ will accept unsolicited proposals from industry where they have identified Government land that may be surplus to needs. EDQ will then investigate the site on behalf of the proponent and provide advice on its suitability within 30 business days.

At the same time, EDQ is progressively releasing additional sites to market as land is identified and unlocked from other Government agencies. Key to the program's success is the Government implementing a strong "use it or house it" policy where state land that is no longer required or has no reasonably foreseeable operational use, must be released by Government agencies and transferred to EDQ so it can be transformed into housing.

Initiatives such as LAP play a vital role in the commitment to deliver one million new homes by 2044. By de-risking early stages of development, coordinating infrastructure delivery, and working more closely with industry, EDQ can help ensure land is brought forward in locations that support jobs, services and community needs.

EDQ is utilising this approach to target housing of all types from detached dwellings, townhouses, apartments, affordable homes to retirement products. This flexible, one stop shop approach enables site-specific solutions that deliver a mix of housing which responds to local needs, and which can be delivered by industry at pace.

Queensland's growth trajectory calls for housing solutions that are practical, collaborative and scalable. By unlocking development ready land through the Land Activation Program, and by working in genuine partnership with industry, more homes can be built across the state at pace and scale.



James Harman
Chief Executive Officer
EDL

The North West Minerals Province (NWMP) has a valuable role to play in both Queensland and Australia's economic futures. The Queensland Government has committed to working with the private sector to unlock that value.

Doing so requires a coordinated approach across portfolios to ensure investor confidence. This includes facilitating the delivery of priority energy infrastructure projects that improve reliability and reduce energy prices by increasing supply, stimulating economic development and providing flexibility for future developments.

EDL is well placed to provide that energy. Headquartered in Brisbane, we own and operate 80 power stations and gas processing plants across five countries, with over one gigawatt capacity. We have a 38-year track record building and operating fit-for-purpose power stations for mines and remote communities in Queensland and across Australia. This includes one of our early projects commissioned in 1997, which supplies South32's Cannington mine located just north of Warburton. It also includes hybrid renewable off-grid power stations that deliver world leading renewable fractions, with greater reliability than the grid, and at competitive pricing.

Queensland's Energy Roadmap sets out the Government's commitment to support the private investment required to build out the NWMP's energy supply, while improving on current pricing outcomes. This includes the \$200 million North West Energy

Fund being administered by QIC. That fund is key, but it is only one of a number of things needed to realise the Government's objectives. Power project proponents face common challenges in the region, including the processing of environmental and planning applications; highway and bridge access for the large-scale equipment that will be brought west from the Port of Townsville; securing the contracting tenor needed to deliver the efficient investment in generation capacity; and trading arrangements that will facilitate downward pressure on prices while maintaining local power system security.

A strategic and coordinated approach is essential to addressing these challenges in a timely and cost-effective way. It must involve power project proponents, electricity users (mines and local communities), Councils and the relevant Government departments and agencies including Resources, Energy, State Development, Premiers, Transport and Main Roads and the QIC working together under Cabinet oversight.

Queensland's Energy Roadmap sets out the core model for this engagement in the form of a Regional Energy Hub. Comparable initiatives in other jurisdictions, such as the New South Wales Renewable Energy Zones, demonstrate how targeted policy and funding support together with close collaboration can remove major investment barriers and accelerate project delivery.

The benefits to Queenslanders from the NWMP are within reach. Fully realising them requires the public and private sectors acting together. We look forward to working with Governments, industry and communities across the North West to deliver that bright future today.



Chris Parkes

Queensland Managing Partner
EY

As preparations for the Brisbane 2032 Olympics, a historically large economic and social infrastructure pipeline, and the state's energy and industrial transition come together, the next decade will be fundamental for Queensland.

How the state performs over the next decade can lay a foundation for future prosperity. We believe the sheer scale of the investment — and the opportunities — warrants a new policy and institutional approach centred on infrastructure delivery, housing, and converting the resources project pipeline.

Lifting infrastructure capacity and productivity

Queensland's infrastructure program is unprecedented in scale and ambition, including the Government's \$116.8 billion four-year capital plan. The challenge is to deliver on this ambition amid the pressures of hosting the Olympics, while also improving productivity in construction, reducing approval timeframes, and addressing skills and trade shortages.

Critically, Queensland's capacity to deliver will not expand automatically with ambition. We believe a more deliberate statewide strategy is required, focused on three areas:

- Training and attracting critical trade and project delivery capability
- Accelerating the adoption of cutting-edge methods, including utilising prefabricated structures and AI
- Strengthening portfolio sequencing and prioritisation to ensure projects are deliverable and maximise public value

Developing capacity through Queensland's pre-Olympics 'super-cycle' will support delivery of this monumental construction task and help secure durable productivity gains.

Unlocking housing supply

Housing pressures negatively affect the community, including by limiting workers' ability to relocate for new jobs. This can constrain how businesses attract and retain workers, especially in high-growth industries.

The competing demands to build Olympic-related infrastructure and new housing demand will intensify competition for resources, risking cost and delivery overruns.

Almost all issues require a supply-side response, with priority areas including:

- Clearer, faster planning pathways and enabling infrastructure
- Coordinated land release in growth corridors
- Targeted near-term supply priorities in high-demand locations

Housing shortages are a national issue and short-term fixes are difficult. A new institutional mechanism in Queensland may be required to cut through intractable supply blockers.

Securing the resources pipeline

Resources remain a core driver of Queensland's economic and budget performance, and Queensland will play a role in Australia's gas supply challenge — supporting domestic energy security while continuing to export energy to Asian neighbours.

While coal operations face clear pressures, opportunities in critical minerals and value-added processing are emerging. These cannot be taken for granted.

The development pipeline faces significant investment risk. Some estimates suggest around 60% of future projects remain unfunded. Cost escalation, labour constraints, infrastructure gaps, and regulatory complexity are making projects more difficult to deliver.

Converting the pipeline into realised investment will require action on several fronts, including:

- Stable investment-supportive policy settings, including competitive royalties
- Coordinated regional infrastructure
- Productivity-enhancing technology adoption
- Access to affordable and reliable energy, including renewables
- More predictable and timely approvals

For Queensland to reinforce its position as a resources powerhouse, the policy environment must be conducive to new investment and globally competitive.

The challenge ahead

Queensland's growth outlook is bold. The defining challenge for the next decade is to find new ways the State can deliver on its development ambitions.



Miriam Kent

Chief Executive Officer
Gallipoli Medical Research

Queensland's future depends on investment in research

Transformative medical research requires time, patience, and sustained investment. Groundbreaking discoveries rarely happen overnight—they can take years to emerge, and even longer to translate into treatments, technologies, and programs that improve community health outcomes. Reducing medical research funding may deliver short-term savings; however, over the long term, it costs us far more through increased, reactive health expenditure. It also weakens Queensland's reputation as a world leader in medical research, in turn weakening our capacity to generate economic and social returns.

For Queensland, the stakes are particularly high. Our state consistently punches above its weight in medical research, delivering discoveries that have changed the world. Queensland-based innovations include the HPV vaccine (Gardasil), needle-free Nanopatch technology, and pioneering cancer therapies that save lives globally. These achievements are more than scientific milestones—they are economic drivers that create jobs, attract investment, and position Queensland as a global leader in health innovation.

Yet, despite our track record, funding is failing to keep pace. The National Health and Medical Research Council (NHMRC) announced that the 2026 Development Grants, which have historically supported research commercialisation, will not proceed. Meanwhile, the Association of Australian

Medical Research Institutes has called for the full release of the Medical Research Future Fund, warning that critical discoveries are at risk if funding shortfalls persist. In 2025, more than 90% of Australian medical researchers applying for government innovation grants were rejected, according to the *Sydney Morning Herald*, leaving many high-merit projects unfunded as researchers compete for a static pool of resources.

Gallipoli Medical Research (GMR) exemplifies the transformative power of sustained investment. Focused on veteran health, liver and respiratory diseases, and oncology, we have delivered world-first findings with real impact. In 2013, our research (conducted in partnership with RSL Queensland) identified post-traumatic stress disorder (PTSD) as a systemic, multi-organ disorder, reshaping the global understanding of PTSD as more than a mental health issue. Through our research, we've created world-first psychosocial tools to support veterans transitioning from military to civilian life. Our cutting-edge clinical trials, conducted in partnership with Greenslopes Private Hospital, have helped improve melanoma five-year survival rates from about nine per cent (2010) to just over 50 per cent (2025). GMR's Professor Darrell Crawford and Griffith University's Professor Chamindie Punyadeera have developed the world's first saliva-based rapid test for early-stage fatty liver disease to support early diagnosis and intervention before the disease develops into liver cancer, Australia's fastest-growing cancer. All of this impact, from right here in Queensland.

Queensland's continued leadership in medical research requires federal and state recognition that research funding is not discretionary—it is essential infrastructure for a healthier, wealthier, and more innovative Australia. If we fail to invest, we risk slowing the march of progress, losing talented researchers to other countries, and leaving Australians without the life-saving treatments of tomorrow. But if we commit to bold, sustained funding, Queensland can continue to deliver discoveries that change the world—and create a brighter, healthier future for all.



Professor Carolyn Evans
Vice-Chancellor and President
Griffith University

QFI Leadership on the Power of Partnerships

Queensland is entering a period of significant opportunity, accompanied by challenges that are increasingly complex and interconnected. The decade ahead, shaped by population growth, rapid economic transition, and the Brisbane 2032 Olympic and Paralympic Games, will require us to think and work differently if we are to deliver the long term benefits our communities expect. One constant will underpin our success: the power of partnerships.

As a community we face issues such as workforce shortages, health inequities, infrastructure pressures, and the transformation of key industries, and they cannot be solved within traditional boundaries. Real progress will come from working together, breaking down siloes and building coordinated approaches that make the most of Queensland's strengths.

Collaboration broadens what is possible, and it often starts from within organisations and sectors. At Griffith University, many of our most effective initiatives begin not within a single school or discipline, but in the spaces between them. Our Inclusive Futures research hub, for example, works to remove barriers and enhance opportunities for people with disabilities. It draws on researchers including medical researchers, clinicians, policy experts, legal scholars and public health

practitioners alongside people with lived experience of disabilities. This interdisciplinary approach enables impactful partnerships to establish and grow and remains pivotal to how Griffith and universities contribute to Queensland's future needs.

Partnerships that form beyond the sector are demonstrating the impact that will support future generations. Griffith University's Academy of Excellence in Financial Crime Investigation and Compliance exemplifies what can be achieved when universities partner with financial institutions, regulators and law enforcement. Together, they are helping to build the skills and capability required to protect Australia's financial systems and support a sector that is vital to our state's economy.

Likewise, our long-running Strep A vaccine research program highlights the importance of sustained scientific collaboration. Working with national and international partners over many years, our teams are contributing to innovations that have the potential to improve health outcomes globally. These partnerships reflect not only scientific achievement but also Queensland's capacity for impactful global engagement.

As we look ahead to 2032, the Olympic and Paralympic Games provide a rare opportunity to create lasting benefits in health, education, social inclusion and workforce development. None of these legacies will happen automatically. They will rely on cooperation between universities, governments, communities and industry to ensure that investment and planning align with broader social and economic needs.

Queensland has a strong tradition of collaboration. By deepening our partnerships, internally and externally, we can strengthen the state's resilience, support innovation, and ensure that the opportunities of the coming decade are realised for all Queenslanders. The challenges before us are shared; so too must be our response.



Dr. Robyn Littlewood
Chief Executive Officer
Health and Wellbeing Queensland

WHY PREVENTION 2.0?

The world has changed. Our health has changed. Our health and wellbeing focused solutions must change accordingly.

We live in a time when our population is ageing, and conversely, it is predicted that children born today will probably live shorter lives than their parents; for the first time ever in Australia, due to the impact of overweight and obesity. Over half the people in Queensland had at least one chronic condition in 2022, with chronic disease recorded as an underlying or associated cause of death for 90 per cent of all deaths, based on the AIHW National Mortality Database³.

We are getting sicker, younger and for longer, and that is hurting our health system. We need a new strategy – Prevention 2.0.

HOW DO WE IMPLEMENT PREVENTION 2.0?

Leading the state prevention agency for Queensland is an enormous privilege with incredible responsibility to consider how to improve the health of our population, both now and in the future. And what we know is that people clearly want good health and access to health care and preventative care – but on their own terms.

There are five components to Prevention 2.0 which will support how we improve our health and well-being.

- 1. The health and wellbeing of our health service needs attention** – working alongside our hard-working health system to ensure preventative

health programs are available to everyone, targeting hospital outpatient waiting lists and people waiting for surgery or medical appointments.

- 2. Take a regional approach** – focusing on those with proportionately worse health outcomes by bringing together leaders from organisations including health services, community organisations, all levels of government, social enterprises, not-for-profits, researchers and academics and private sector.
- 3. Implement a ‘stacking’ approach** – this means the “intentional, simultaneous combination of multiple evidence-based interventions to create a cumulative, amplifying effect on health”. Instead of relying on a single solution to address complex health issues, this approach overlays key services and supports together across a range of settings and partners.
- 4. Focus on AI, data and digitisation** – we need robust data to drive strong evaluation and inform our ability to digitise services. In a vast and geographically dispersed state, digitising preventative health services supports those in the hardest-to-reach areas of Queensland through a digital ecosystem delivering personalised prevention and treatment programs.
- 5. The productivity of prevention.** A report by the Productivity Commission indicated that strengthening the health of individuals could potentially boost Australia’s GDP by \$4 billion per year in areas across a range of areas including:
 - Increased attendance at work
 - More productive years in the workforce
 - Improve gross domestic product
 - Fewer hospitalisations
 - Less absenteeism and presenteeism
 - Less income loss due to disease and premature death.

We need to share these benefits consistently.

Conclusion

The most exciting part to this story is that we can measure the outcomes and showcase to the world at the 2032 Games what Queensland can achieve. Good health is our want, our right and our legacy, but we have to do it differently.



Chris Mountford
Chief Executive Officer
Independent Schools Queensland

Reframing the Teaching Profession: Why the Story We Tell Matters

For too long, the dominant public narrative about teaching has been one of struggle - a profession defined by burnout, unmanageable workload and relentless pressure. These challenges are real, and they deserve serious, sustained attention. But when this becomes the only story we tell, we risk doing long term damage to the profession itself. If we want to attract people into teaching, and keep them there, we need to tell a fuller, more balanced story.

The recent State of the Independent School Workforce report undertaken by Independent Schools Queensland and Peoplebench, offers a valuable counterpoint. While the report focuses specifically on independent schools, the themes it surfaces will feel familiar to educators across Catholic and government systems as well. The data shows that, despite the pressures facing education, a strong majority of staff describe their work and workplace culture in positive terms. Words such as supportive, collaborative, purposeful and caring consistently emerge when teachers talk about their schools.

This matters, because it reminds us that teaching is not just hard work, but it is also meaningful work. Many educators report a clear sense of how their efforts contribute to something bigger than themselves. They value the relationships they build with students and colleagues, the sense of community within their schools, and the alignment between their personal values and the purpose of education. In an increasingly fragmented and transactional world of work, these are powerful attractors.

None of this is to deny the very real issues facing the profession. Workload, administrative burden, limited flexibility and work intensity remain the most significant risks to retention. Addressing them is non negotiable. But focusing exclusively on what is broken can unintentionally reinforce the idea that teaching is a profession in permanent crisis. This is an unappealing proposition for those considering it as a career.

The challenge, then, is to hold two truths at once. Teaching is demanding. And teaching is also deeply rewarding. A more effective narrative recognises both, pairing honesty about the challenges with visible action to address them.

That action must be practical and innovative: redesigning roles to be more sustainable, using technology to reduce low value administrative tasks, creating genuine opportunities for flexibility where possible, and ensuring staff have a meaningful voice in how their work is done. These reforms are essential not just for retention, but for credibility.

At the same time, we should be far more intentional about shining a light on what already works. Strong school cultures, supportive leadership, professional growth, and the relational heart of teaching are not “soft” benefits, they are central to why people choose this profession in the first place.

If we want to rebuild the pipeline into teaching, we must change the story we tell. Not by glossing over the problems, but by presenting an honest, balanced picture of a profession that is challenging, purposeful and profoundly human. The future of teaching depends on it.



Scott Guse
Queensland Chairman
KPMG

Opportunities and Challenges... Brisbane 2032 Olympics

As Brisbane prepares to host the 2032 Olympic and Paralympic Games, the city and broader Queensland region face a pivotal moment: the opportunity to leverage a global event as a catalyst for long term economic, social, and environmental transformation. The recently released 2032 Delivery Plan outlines a bold agenda designed not merely to deliver a world class Games, but to anchor enduring benefits for generations to come.

Productivity: Driving Economic Growth and Innovation

Brisbane 2032 has the potential to act as a catalyst for productivity improvements across SEQ and beyond. The influx of investment, increased tourism, and job creation tied to the event will generate significant economic benefits before and after the Games, creating jobs in construction, tourism, retail, and services.

Challenges will arise in:

- addressing labour shortages across key industries connected to the Games; and
- integrating Olympic-related projects with broader long-term strategies to foster education, skills development, and entrepreneurship.

Infrastructure: Building a City for the Future

The Games demand a substantial investment in infrastructure. Existing facilities require modernisation,

while new ones need to be built to support the influx of athletes, spectators, and officials. Projects like upgraded transportation networks, sustainable housing projects, and modern venues can create an enduring legacy by improving the daily lives of Brisbane's residents long after the closing ceremony.

Challenges, however, will come in the form of project delivery within tight deadlines and budget constraints. Strategic partnerships with private sector players, alongside careful coordination between federal, state, and local governments, will be crucial to meet environmental standards and community needs well into the future.

Resilience: Sustainability in Uncertainty

In an era of climate uncertainty, Brisbane's geographic location exposes it to risk of extreme weather events. As part of its Olympic preparations, the city must invest in resilience measures to mitigate environmental risks. Sustainable urban planning, renewable energy integration, and robust climate adaptation strategies will be critical in securing the city's ability to host the Games without disruptions and creating a safe, reliable framework for future growth.

The challenge lies in balancing the urgency of event preparation with the long-term necessity of disaster-proofing critical infrastructure. Efforts must be made to incorporate resilient design principles into every layer of the planning process to ensure readiness during and beyond the 2032 Games.

Legacy: Beyond the Medals

The true success of Brisbane 2032 will not be judged solely by the medals awarded but by the legacy it leaves behind. The opportunity to cultivate increased global recognition and enhanced liveability for Queensland extends far beyond the closing ceremony. Addressing challenges like community engagement, equitable distribution of benefits, and effective long-term governance will be key to fully realising the potential legacy of the Games.

KPMG remains deeply committed to supporting Queensland in realising the full potential of the Brisbane 2032 Games. Drawing on decades of expertise across infrastructure, economics, governance, and major events, our focus is steadfast: to help Queensland build a more productive, connected and resilient future. One that endures well beyond 2032.



Councillor Greg Williamson

Mayor

Mackay Regional Council

The Mackay–Isaac–Whitsunday region contributes more than \$24.5B annually to Australia’s GDP. We are the second highest performing region in the country in terms of GDP per capita, primarily because we are home to one of the world’s most advanced and innovative METS sectors.

Leading that innovation is the **Resources Centre of Excellence (RCOE)**. Jointly established by Council and the State Government the RCOE is designed to connect the brightest minds in research, technology, and education to ensure the sector’s future.

Stage two of the RCOE is a \$12M investment delivering a collaborative space the focus of which is the Future Industries Hub - a commercial common-user facility - helping to transition and support the emerging critical minerals sector.

Australia is a global leader in sustainable critical minerals development, so to that end we are establishing at the Future Industries Hub, the **Australian Centre for Critical Minerals (ACCM)**.

Our aim is to position Mackay (and therefore Queensland) as an international hub for innovation, processing, training, and commercialisation across the critical minerals value chain.

Substantial investment is already in place, but we need State, Federal and private enterprise commitment towards an exciting new industry sector that will future-proof regional Queensland.

For all this to work though, we need it underpinned by a successful coal industry – and there are some dark clouds on that horizon.

The impasse between the large miners and the State Government over royalties is leading us into a period of economic uncertainty. BHP has publicly stated it will not invest in further growth in Queensland because of the state’s coal royalty regime. Glencore has been even more aggressive with a complete withdrawal from their proposed Valeria mine — one of Queensland’s largest prospective coal developments, citing the royalties’ issue as a reason.

We firmly believe metallurgical coal should be positioned as a critical industry sector for Queensland’s future economy.

Our community has weathered mining cycles before, but the pause in new investment by large resource operators means diversifying our economy is critical.

We are stepping up our advocacy for critical minerals investment, and for one of the most exciting future-focus areas - bio-manufacturing and precision fermentation.

Mackay hosts some of Australia’s most advanced food-grade precision fermentation research. The QUT Pioneer BioPilot is leading Australia, and Cauldron’s proposed precision fermentation facility will be the first and largest end to end contract manufacturing facility for precision fermented bioproducts in the Asia Pacific. These two projects will use sugar as the feed-stock.

It’s uncharted territory and the infrastructure requirements will demand significant Federal and State buy-in. A State Development Area (SDA) has already been established around Racecourse Sugar Mill for bio-manufacturing, but to enable this future industry we need a State commitment for enabling infrastructure (effluent treatment, CO₂ recovery, water and energy supply) and for the State and Federal governments to deliver blended finance solutions for interested parties like Cauldron.

It is an exciting future.

Council continues to play its part by investing in a community that is attractive to live, work and play in.



Councillor Peter Flannery
Mayor
City of Moreton Bay

As one of Australia's fastest growing local government areas, City of Moreton Bay is navigating enormous challenges and exciting opportunities at the same time.

But fortune favours the bold, as the old saying goes, and we have an ambitious vision to create a progressive, nation-leading urban experience for our booming population.

We're laser-focused on shaping and delivering a thriving polycentric City, which is set to become home to 1 million people in around 30 years' time.

It's critical that we drive the change rather than simply let the change happen to us. We must leverage our transformative growth, at every opportunity, to ensure our City is one where people want to live, work and play for generations to come. We also want to make sure we 'Go Green As We Grow' by protecting what makes Moreton Bay special while planning responsibly for the future.

Late last year, we launched our 'City of Tomorrow' advocacy strategy, a bold 10-year plan focused on a new kind of city with vital infrastructure to tackle congestion, unlock housing and deliver employment opportunities.

We're daring to think differently. Our strategy includes pursuing forward-thinking transport options such as a Moreton Bay Ferry, high-capacity metros and even autonomous electric air taxis.

We also know that collaboration is key. While we are happy to do the heavy lifting to manage our rapid growth, the reality is we cannot do it alone. We will need our fair share of State and Federal funding to deliver the catalytic infrastructure, housing and employment opportunities our residents need.

While it's good to be bold, it's important not to forget about the basics. And in Council land, that's the three Rs – roads, rates and rubbish.

Right now, our top priority is advocating for the Bruce Highway Western Alternative to be fast-tracked. The Bruce Highway is a bottleneck that's pushing our community to the brink, so we are actively calling for the project's estimated 2041 delivery to be brought forward to 2032 and for a funding partnership between the State and Federal governments to realise this critical infrastructure.

When it comes to rubbish, we remain committed to sustainable waste management initiatives that reduce waste going to landfill, including growing our garden organics kerbside collection service that has the potential to increase the city's recycling rate from 45% to over 60%.

And we will keep working hard to identify operational savings and other initiatives so we can ease the financial burden on our ratepayers by keeping rates as low as possible.

However, we're mindful that to be successful in our quest to deliver more for City of Moreton Bay, we need innovative approaches to funding and partnerships. This is the only way we will efficiently deliver the infrastructure and services to accommodate the additional 240 people we are welcoming to our City each week, every week for at least the next 25 years.

By working collaboratively with other levels of government and private enterprise, while thinking ahead and outside of the box, we can deliver the City of Tomorrow – our City of Moreton Bay.



Brendan Webb
 Chief Executive Officer
 North Queensland Bulk
 Ports Corporation

Strong Ports, Strong Regions

Regional growth does not happen by chance. It takes deliberate planning and long-term investment in strategic infrastructure to unlock growth and prosperity.

The Port of Mackay's 86-year history is a clear demonstration of this. Decades ago, leaders at every level made decisions that seemed ambitious or even risky at the time. These investments laid the foundation for industries that transformed the Greater Whitsunday region. One of the most significant milestones came in 1957 with the opening of the world's largest bulk sugar terminal, cementing Mackay as the sugar capital of Australia. That investment still provides returns to this day. Today, we're a multi-commodity port supporting the resources, agriculture, construction and energy industries by providing a direct link between Central Queensland and international markets.

Across our four ports, North Queensland Bulk Ports are powerful contributors to the Queensland economy. More than half of Queensland's international trade by volume passes through our ports, representing a total annual trade value of \$53 billion. What sits behind these figures is the enduring value of infrastructure that drives regional productivity and economic resilience.

As global trade evolves and supply chains become more complex, Queensland's ability to compete will increasingly depend on whether regional ports are equipped to support the next generation of trade, industry, and services. Strategic investments in future-ready port capability will improve supply chain efficiency, boost trade competitiveness, and help reduce emissions.

This work is already starting at the Port of Mackay, with the construction of a Container Depot due to be operational by the end of 2026. The new Container Depot will allow regional exporters and importers to move goods through Mackay, eliminating the need for long-haul transport from other ports. This will be particularly important during significant weather events in North Queensland, ensuring supply chain resilience. Better yet, it also creates the conditions for future innovation and entrepreneurship, giving regional businesses the confidence to grow, invest and compete globally.

When infrastructure is built with a long-term, holistic view, regions thrive. And when regions thrive, so does the rest of Queensland.



John Cotter
 Managing Director
 North West Phosphate

Return of the Entrepreneur

For much of the past decade, Australia’s economic debate has been dominated by cultural politics and emissions reduction targets. Both are important. But somewhere along the way, our focus shifted from building things to debating things. Productivity slowed, approvals became more complex, and private capital grew cautious. Queensland — and the nation — cannot afford drift at a time when population growth, energy transition and global supply chain realignment demand decisive action.

The data tells an instructive story.

Under the previous nine years, from September 2013 to June 2022, seasonally adjusted and weather-normalised emissions reduced by 18.95 per cent. Over roughly the same period, quarterly GDP per capita increased by 10.29 per cent. That is evidence that economic growth and emissions reduction can occur together when policy settings support investment, productivity and private enterprise.

By contrast, under the first term of the Albanese Government, from April–June 2022 to April–June 2025, emissions reduced by just 0.46 per cent, while GDP per capita declined by 0.96 per cent. Minimal emissions progress, combined with falling per-person economic output, is not a sustainable trajectory for a growing state.

The lesson is not that emissions reduction should be abandoned. It is that growth and decarbonisation require stable regulation, competitive tax settings

and confidence in private capital. When regulatory processes become fragmented and policy direction uncertain, projects stall. Capital moves elsewhere. Communities miss out on jobs, supply chain activity and long-term investment. Encouragingly, there are signs that this is changing.

The new LNP State Government has signalled a clearer, more pro-business and pro-delivery approach. That means streamlining approvals without lowering environmental standards. It means recognising that infrastructure, critical minerals, long-duration storage, advanced manufacturing and bio-industrial development are not optional — they are foundational to Queensland’s prosperity. It means backing entrepreneurs willing to take risk and build.

Queensland is uniquely positioned to lead. We have abundant renewable resources, significant critical minerals, established export infrastructure and world-class research institutions. We are preparing for Brisbane 2032 and navigating one of the largest infrastructure pipelines in our history. But potential only becomes prosperity when projects move from concept to construction.

Economic growth should not be treated with suspicion. It underwrites public services, funds resilience infrastructure and supports regional communities. A declining GDP per capita weakens our capacity to invest in health, education and climate adaptation. Prosperity is what allows sustainability to be funded and delivered.

The return of the entrepreneur is therefore not ideological — it is practical. It is about restoring momentum to private investment, reducing unnecessary friction in approvals, and setting a long-term economic vision that encourages ambition rather than deters it. It is about shifting from process-heavy governance to outcome-driven delivery.

Queensland’s next decade will be defined by whether we build. The historical record shows we can reduce emissions while growing the economy. What is required now is policy clarity, regulatory efficiency and the confidence to back those prepared to invest.

The entrepreneur is returning — not as a slogan, but as a necessity. Queensland’s future growth depends on it.



Michael Azrak
General Manager
Novo Nordisk Oceania

Queensland's Productivity Challenge: Why Prevention is the Competitive Advantage

When we talk about Queensland's economic future, we typically focus on infrastructure, skills pipelines, and industrial strategy. But there's a critical productivity lever we're overlooking: the health of our workforce itself.

The data tells a story we can no longer ignore. In Queensland's resources sector, which contributes \$120 billion annually and supports one in six jobs, between 73% and 87% of workers are estimated to be overweight or obese. This far exceeds the national average of 66% and represents not just a health challenge, but a fundamental threat to Queensland's economic competitiveness.

The economic impact is staggering. Workers with severe obesity miss 77% more workdays than their healthy-weight colleagues. FIFO workers with high health risks cost employers \$20.96 million per 1,000 workers annually in productivity losses alone. When overweight and obesity is already Australia's leading disease burden risk factor at 8.3%, we're not talking about a future problem, we're describing a present crisis masquerading as a health issue.

This isn't about individual choices or health system costs. This is about whether Queensland remains globally competitive. As one health economist said recently: countries that invest in prevention are the

ones most likely to sustain growth, attract investment, and maintain their competitive edge. We need to start treating workforce health as a barometer of national competitiveness, not a side issue.

The path forward requires what I call the three pillars of prevention-as-prosperity. First, we must raise awareness with hard data. The QFI research paper **Productivity and Preventative Health Investment – The Queensland Resources Sector**, proudly supported by Novo Nordisk, has given us that foundation, now we need systematic baseline measurement across the sector and transparent reporting that makes this an economic indicator, not a health footnote.

Second, we must reframe prevention as high-return investment. When we show that better access to treatment and preventive care reduces hospital costs, cuts chronic disease burden, and returns people to productive work, the business case becomes irrefutable. This isn't spending it's investing in our most valuable asset.

Third, and most critically, we need powerful coalitions. Government cannot solve this alone. Neither can industry. Neither can healthcare providers. But together, with the right partnerships and the right data, we can shift the narrative and build practical solutions that turn prevention into long-term economic and social gains.

For Queensland's resources sector specifically, this means coordinated action: implementing sector-wide health surveillance, developing evidence-based workplace programs tailored to FIFO conditions, improving access to integrated care in remote locations, and establishing clear clinical pathways for workers who need support.

The real test will be whether we treat prevention not as a cost, but as an investment in prosperity and productivity, embedding it into economic planning just like skills, energy, and infrastructure.

Queensland has an opportunity to lead. A healthier workforce means lower costs, higher productivity, and a more resilient society. Most importantly, it means the people who power our economy can live longer, healthier, more fulfilling lives. That's not just good health policy, it's the foundation of a competitive, prosperous Queensland.



Kevin Mercer
 Chief Executive Officer
 Ozcare

Each year, the Queensland Futures Institute Leaders Survey provides a valuable opportunity to reflect on the forces shaping our state's future. The diversity of perspectives captured is a real strength, and the forthcoming dialogue at Parliament House later in March will be an important forum for exploring how these insights can inform practical, long term thinking across government, opposition, and the broader community.

As a leader within the aged care and community services sector, I am increasingly conscious of how closely economic settings intersect with social outcomes. One theme that consistently emerges in economic outlooks is productivity, or more accurately, the long term slowing of productivity growth across our economy. The impacts of this are not abstract. They are visible in rising costs, declining affordability, workforce pressure and growing financial stress for individuals and families — particularly those already living close to the margins.

From a social services perspective, productivity cannot be viewed solely through the lens of efficiency or output. The true measure of a productive society is whether people can live with dignity, participate meaningfully, and access the care and support they need. Economic growth that leaves people behind ultimately weakens the social fabric we all rely on.

At the same time, periods of disruption and reform also create opportunity. The question that has been front of mind for me is how we create the conditions for productivity improvements that genuinely serve people, not just systems. Advances in technology, including digital tools and artificial intelligence, offer promise, but they are not solutions in isolation. Productivity gains are realised when technology is paired with thoughtful system design, capable leadership and sustained investment in people — their skills, wellbeing and capacity to care for one another.

In human centred sectors such as aged care, productivity must be understood differently. It cannot simply mean doing more with less. Instead, it should focus on enabling people to work at the top of their capability, reducing unnecessary administrative burden, improving continuity of care, and creating workforce models that are sustainable over time. When productivity reform is approached in this way, it can ease pressure on staff, improve quality and strengthen trust — outcomes that align closely with human values of compassion, dignity and service.

Policy settings play a critical role in shaping these outcomes. Funding models, regulatory frameworks and accountability mechanisms should encourage prevention, collaboration and long term thinking, rather than short term fixes that shift costs and risk elsewhere. Government has a unique responsibility as a steward of systems that must endure beyond electoral cycles, particularly where the wellbeing of vulnerable people is concerned.

Queensland has many strengths: committed communities, capable institutions and a shared desire to build a fairer future. As leaders, our responsibility is to ensure that conversations about productivity remain anchored in human dignity and social justice. If we can do that, productivity becomes not just an economic measure, but a pathway to a more compassionate, resilient and inclusive Queensland.



Steve Laidlaw
Chief Executive Officer
People First Bank

Building Queensland's future by backing its regions

Queensland is at a point where the choices made today will shape communities for decades. As Australia's most decentralised state, population growth brings opportunity, but long-term success will depend on investment reaching beyond Brisbane and supporting strong regional economies across the state.

The Brisbane 2032 Olympic and Paralympic Games offer an opportunity to create a lasting legacy across Queensland. The real benefits will come from how investment strengthens everyday infrastructure and capability. Transport connections, skills development and regional tourism will all play a role.

We can already see what this looks like in practice. Toowoomba and the Darling Downs show how long-term investment builds regional strength. The decision to host equestrian events in Toowoomba demonstrates how major investments can deliver sustained value when regional outcomes are considered early. With a growing population, established education and health services, and a diverse economic base, the region is well placed to continue contributing to Queensland's future.

Housing remains a pressing issue across Queensland. Increasing supply through more efficient planning, timely land release and modern construction methods – with a focus on resilient and sustainable housing – will help address affordability and workforce pressures. Boosting housing supply in regional centres will support broader economic growth while easing pressure on Brisbane.

Strong regions also depend on their ability to adapt. Transport and digital infrastructure shape how people access jobs, services and opportunities, and investment must respond to those changing preferences. Digital access, in particular, can open up a much wider range of services while still building local capability through education and skills development. The energy transition will also have a significant regional impact, making a measured approach that supports a broader energy mix and regional employment critical as communities navigate change.

People First Bank was founded in Toowoomba 150 years ago. As a customer-owned bank, our role has always been to serve our customers and communities, not shareholders. That history gives us a strong connection to regional Queensland and a responsibility to think long term as those communities evolve.

Today, we have more branches, more local employees and greater community investment in the Toowoomba and Darling Downs region than any other bank. To be here for the next 150 years, we must continue to adapt – investing our limited resources in the services customers use most, including simple and secure digital banking, while maintaining a strong local presence. Without that evolution, ongoing relevance and sustainability cannot be assumed.

Queensland has a strong foundation. By backing regions through careful planning, adaptation and investment, the state can grow in a way that is balanced, resilient and shared across generations.



Alan Swanson
Chief Executive Officer
PMSA

Education, Values and Future Capability

At the Presbyterian and Methodist Schools Association (PMSA), we believe that education is fundamentally about forming young people for life. While strong academic outcomes matter, education must also develop character, values and a sense of purpose. Grounded in Christian faith, the PMSA is committed to an approach to education where the safeguarding and wellbeing of every student is paramount and where young people are equipped to contribute positively to their communities, workplaces and society well beyond their school years.

Education is one of Queensland's most enduring investments in its future. The capabilities, values and educational experiences of today's students will shape the strength of our economy, our communities and our civic life for generations to come. As our education systems respond to rapid technological change, global uncertainty and increasing complexity, the focus must extend beyond academic attainment alone to the formation of capable, ethical and resilient individuals.

A genuinely holistic approach to education is essential. Academic excellence remains a critical foundation, supported by strong curriculum, high quality teaching and evidence informed practice.

Students need deep knowledge, critical thinking, creativity and strong communication skills to thrive in a dynamic and competitive environment.

Education must also attend to the development of character and wellbeing. Co curricular experiences such as sport, the arts, Faith-in-Action or service learning and leadership programs provide powerful contexts for young people to develop teamwork, service, perseverance and self discipline. These experiences support mental health, foster belonging and help students learn how values are lived in practice.

As Queensland becomes increasingly connected to the world, global mindedness is another critical priority. Education plays a key role in fostering intercultural understanding, empathy and a sense of responsibility beyond self and nation. Young people who can engage thoughtfully with diverse perspectives develop respect for the dignity of others and are better able to contribute positively to our interconnected society.

Emerging technologies, particularly artificial intelligence, are reshaping how we learn, work and interact with each other. Education must move beyond technical competence to include ethical discernment and critical thinking. Students need to understand not only how to use AI, but how to do so responsibly, with an awareness of its limitations, risks and broader social implications.

Ultimately, the success of education in Queensland is measured not only in individual achievement, but in its contribution to our collective society and our long term prosperity. A strong economy depends on a workforce that is skilled, adaptable and ethically grounded and people who can think critically, collaborate effectively and navigate change with confidence. By strengthening academic capability, prioritising safeguarding, nurturing values and equipping young people for life beyond school, education plays a vital role in building human capital, supporting innovation and sustaining economic growth.



Neil Stephens
Chief Executive Officer
Port of Brisbane

A state built on trade, a future built on vision

For fifty years, Brisbane has grown around its port. When Fisherman Islands first became home to the city's deepwater port in the 1970s, the decision reshaped the state's economic trajectory. At a time when global shipping was undergoing profound change, Queensland transformed with it – embracing containerisation and laying the foundations of a modern, connected economy.

Today, the Port of Brisbane and its supply chain contribute around \$11 billion to Queensland's economy annually and supports ~73,000 jobs. It is an economic powerhouse connecting Queenslanders to global markets, from producers in the regions to families in every corner of the state.

But the story of the Port is not one of looking back. It is about what Queensland needs next.

Over the next three decades, the population of our great state is projected to exceed 8 million, and container trade to triple. Cruise tourism continues to expand and Queensland trade – traditional and emerging industries – requires efficient links to global supply chains. These pressures are already visible in growing freight demand, larger trucks and ships, and evolving expectations from trade partners and communities.

Responding at this scale demands long-term planning. That is why we developed Vision 2060 – a roadmap shaped by the infrastructure investment, economic forces, and industry trends that will define Queensland for the next generation.

A key part of that future is the way freight moves. Today, over 98% of the Port's container trade travels by road – far less than the 30% achieved globally. Investment in regional multi-modal freight hubs, supported by a dedicated rail connection to the Port, would deliver enormous economic, environmental and community benefits for the state and its population – the kind of structural change that underpinned the success of Fisherman Islands half a century ago. The time for bold thoughts and actions is with us again.

Maritime capacity must also evolve, and we are progressing our proposal for the Channel Enhancement Project to cater for the future needs of the global shipping market. We are also exploring opportunities to enhance the Brisbane International Cruise Terminal to grow cruise tourism and the economic and tourism benefits it delivers in Brisbane and beyond.

Underlying all of this is our commitment to sustainability and ambition for the Port of Brisbane to be powered by clean energy. Our positive progress has been internationally recognised, and we continue to work with customers, industry and government towards lower emissions supply chains.

Equally important is ensuring the Port is designed for future generations. This must consider how we protect and enhance the natural environment, ensure resilient infrastructure, support a skilled workforce and remain an active member of the local community.

Queensland's growth story has always been tied to the decisions it makes at pivotal moments. The creation of a modern deepwater port in the 1970s was one. The choices we make today about freight, connectivity and sustainability will be another. As we mark 50 years at Fisherman Islands, we will continue to work with all stakeholders to shape the next half century of prosperity.



Kylie Rampa

Chief Executive Officer
QIC

Queensland enters the next decade with momentum. Population growth, investment activity and major developments are reinforcing the state's outlook. However, sustaining that momentum will depend, in part, on whether we can deliver reliable, affordable and sustainable energy at the pace required.

Global energy demand is projected to rise by more than 3.5% p.a. to 2030, and electricity demand is on course to grow at least 2.5 times faster as the "Age of Electricity" takes hold. Layer onto that the digital economy through which AI, cloud computing and the data centres that enable them will add unprecedented demand. This has left energy systems rapidly expanding capacity to keep pace with a more electrified, always-on world.

Queensland's ability to meet rising demand will be a critical enabler of productivity and competitiveness. It will help underpin jobs, strengthen economic resilience and create new frontiers for investment and collaboration for those shaping Queensland's future.

Queensland is already one of the largest and fastest-growing power markets in the National Electricity Market. The state hosts approximately 17GW of large-scale generation capacity across a diverse range of technologies. It also leads the nation in rooftop solar, with close to 7GW of capacity across 40%+ of households.

But demand growth means today's capacity will not be enough. An additional 16GW of new generation and storage capacity may enter the Queensland electricity system by 2030, including 2.4GW of wind, 4.4GW of large-scale solar, 4.3GW of rooftop solar, 0.6GW of gas and 3.8GW of short- and medium-duration storage.

The Queensland Energy Roadmap provides the pathway and policies to deliver just that, all while making Queensland's energy transition investable in a way it has never been before. That clarity is important as the task ahead is large and requires at least \$60bn of capital investment by 2035.

For long-term capital, alignment with government is a strength and provides the confidence to invest. Combined with QIC's institutional capability in energy infrastructure, this pathway supports disciplined investment and enables projects to move from pipeline to delivery in a way that aligns with the state's economic objectives.

That matters in a changing global investment environment. As investors look to diversify geographically and allocate to stable, policy-aligned jurisdictions, Queensland can stand out by what long-term capital values most: certainty, scale and delivery discipline.

For QIC, it's also a platform-wide enabler. A secure energy future and strong Queensland economy will only underpin the performance and resilience of our Queensland investments across infrastructure, real estate and private equity.

Our focus is now to convert policy into investable projects, attracting capital and executing in a way that delivers sustainable returns, while supporting the state's economic objectives. In this context, energy can become a durable source of competitive advantage for Queensland.



Ben Ikin
Chief Executive Officer
Queensland Rugby League

A strong and resilient Queensland depends on communities that are healthy, connected and confident in their future. Few systems deliver these outcomes as effectively as community sport. Across regional Queensland, sporting clubs remain among the most important social institutions. They bring families together, help young people form their identity, build resilience and create opportunities for people to contribute to their communities.

However, the infrastructure that supports this important system is ageing, stretched and often unable to meet contemporary expectations for safety, accessibility and growth. In many regional and remote areas where recreational opportunities and support services are already limited, community sport plays an even more influential role. Many clubs continue to struggle with facilities that fall short of modern standards. These limitations restrict participation, place pressure on volunteers and force families to travel long distances simply to keep their children involved.

Facilities built to current standards improve access for everyone, especially women and girls, by creating more inclusive and welcoming environments. Modern venues also allow communities to host larger regional events that generate both economic and social benefits. For these reasons, it is essential

that community sport infrastructure is embedded within long term capital planning and regional development frameworks to deliver stronger and more consistent outcomes for Queenslanders.

In addition to infrastructure investment, it is important that policy settings are balanced and fit for purpose. One example is the consideration of targeted payroll tax relief for not for profit sporting organisations. This would help these organisations retain more capital for critical facility upgrades and long term investment.

Community sport also has an important role in addressing the complex social issues that affect communities across the state. Government is seeking more effective ways to influence behaviour on challenges such as domestic and family violence, youth crime, social isolation and mental health. Traditional approaches often struggle to cut through, particularly in places where trust in institutions is low or where service reach is inconsistent. Community sport offers a trusted, familiar and highly connected platform that can deliver targeted education and prevention programs with impact.

By providing funding for community sport to help drive positive social change, additional capital can be generated for facility improvements. This creates a positive cycle that strengthens participation, supports volunteers and improves community outcomes. With a presence in every part of the state, community sport is uniquely positioned to partner with government to deliver meaningful and measurable social impact.

By viewing investment in community sport facilities as both a preventative health initiative and a key driver of social change, Queensland can build stronger communities and a more resilient state.



Simon Ling
Chief Executive Officer
Queensland Treasury Corporation

Queensland Treasury Corporation (QTC) is the Queensland Government's central financing authority, responsible for managing the State's funding program and supporting the long-term strength and resilience of Queensland's financial position. Through disciplined access to global capital markets, QTC ensures that the State maintains reliable funding, prudent governance and strong financial settings that can withstand shifts in economic conditions and investor sentiment.

Our purpose is to create value for all Queenslanders through trusted financial expertise. Our vision is to be a world class financial partner of government. These principles underpin every aspect of our work - from the way we raise funds to the way we support financial capability, decision making and risk stewardship across the public sector.

A core function of QTC is meeting the State's borrowing requirements through the issuance of debt in global bond markets. Each year, QTC raises the necessary funds to support Queensland's operating and capital programs, doing so with discipline, consistency and a focus on cost effective execution. To fulfil this mandate, QTC manages a balance sheet of approximately \$175 billion, which is used to on lend to the State, local governments and Government Owned Corporations. This model ensures that public sector clients obtain the optimal cost of funds and can access financing tailored to their required terms and long term planning needs.

Periods of volatility in global bond markets during 2024–25 reinforced the importance of steady execution and careful risk management. Throughout these conditions, QTC met the State's borrowing requirements ahead of schedule and made early progress on the following year's funding needs. These outcomes reflect disciplined risk management, long term investor engagement and the value of maintaining strong and predictable market presence.

Beyond its funding role, QTC provides comprehensive financial advisory and risk, financial education, Treasury Management, modelling and analytical support to Queensland Treasury, Government Owned Corporations, local governments and other public sector entities. These services enhance clients' understanding of financial risks and opportunities, improve financial capability and support more informed and confident decision making across government. This commitment to capability building is a central part of QTC's contribution to Queensland's financial resilience.

The establishment of Queensland Government Consulting Services (QGCS) as a division of QTC from 1 July 2025 further strengthens this contribution. QGCS provides high quality consulting services to government across strategy, policy analysis, performance improvement, commercial advisory and corporate transaction services. QGCS specialises in projects that are highly complex and require independence whilst building capability in the public sector in targeted areas.

Together, QTC's core activities - funding and lending to the State, managing the balance sheet, delivering financial advisory services and providing QGCS consulting expertise - form a cohesive service offering underpinned by professional expertise, disciplined risk management and operational excellence. Through this integrated model, QTC fulfils its Purpose and advances its Vision to be a world class financial partner of government, helping Queensland manage risk, adapt to change and create enduring value for its people.



Professor Margaret Sheil AO
 Vice-Chancellor and President
 Queensland University of Technology

The Queensland Government has identified supporting critical industries essential for job creation and national security as a priority, including our biomedical sector. It's an ambition QUT shares, driving our strategic focus on biomedical engineering, healthcare innovation, and commercialisation.

Queensland faces significant opportunities and challenges. By 2036, the state's population is forecast to increase by up to 1.4 million while the median age will surpass those of Sydney and Melbourne. This shift creates workforce challenges and economic opportunities in the healthcare and biomedical sectors.

The Queensland Government has prioritised developing the state's health workforce, diversifying the economy through support for high-value knowledge industries, establishing Queensland as a biomedical innovation hub by 2032 and building the biomedical technology pipeline that feeds manufacturing investment.

QUT is uniquely placed to help the Government deliver on these priorities, ranking #2 in Australia for biomedical engineering. Three of our Research Centres (Genomics and Personalised Health, Healthcare Transformation, and Biomedical Technologies) collectively cover almost the entire healthcare ecosphere, operating in close partnership with industry and health partners.

We are also pioneering innovative educational initiatives to better prepare our future health and medical workforce.

Real technological breakthroughs often take a decade or longer from concept to realisation. Significant commercialisation challenges exist between research validation and manufacturing readiness, including the high costs associated with the development process, gaining regulatory approvals and undertaking clinical trials. QUT's Centre for Biomedical Technologies is successfully navigating these challenges, translating pioneering research into prototype development and commercialisation in Brisbane.

The Artificial Heart Frontiers Program is co-led by QUT's Professor Shaun Gregory developing a world-leading mini pump with the potential to substantially reduce the number of deaths from heart failure. QUT and Brisbane-based Aptium.ai are developing commercial 3D/4D hand-held and motion-scanning devices utilising AI-powered medical imaging to enable faster, more accurate diagnosis. QUT's ongoing world-leading research underpins the work of Brisbane company Gelomics, pioneering commercial growth of human tissue models for drug testing, reducing reliance on animal models.

These innovations demonstrate how Queensland can build a more productive economy while improving health outcomes – creating high-value jobs, attracting investment and establishing our state as a global leader in biomedical innovation. The Government's Sovereign Industry Development Fund could play a catalyst role through expanded eligibility for supporting biomedical projects in the mid to late-stages of R&D.

QUT stands ready alongside the Queensland Government to maximise our competitiveness. Queensland possesses ingredients for national success in biomedical technology: the missing piece is comprehensive commercialisation funding.

That is why QUT welcomes and supports the Crisafulli Government's discussion paper Ideas into Impact: Accelerating science and innovation for a better future, to inform the Queensland's Science and Innovation Strategy, to "position Queensland as a leader in science and innovation, a place where ideas are not only born but nurtured into commercial successes".

Through collaboration between government, universities and private sector, Queensland can secure a greater proportion of national competitive grants and venture capital funding, creating a healthier, stronger and more productive future for Queenslanders.



Brian Restall
 Chief Executive Officer
 Quinbrook Infrastructure Partners

Queensland now finds itself in a strategically important position. As the world faces a geopolitical and economic realignment, our state is uniquely endowed with three powerful advantages: abundant renewable energy resources, globally significant reserves of critical minerals and a stable investment environment with a skilled workforce.

Few regions in the world can combine these attributes at scale.

Today, around three quarters of Queensland's exports by value still come from digging up and shipping raw resources.

The next phase of our economic transformation must be about value creation. A focus on processing, refining and manufacturing here in Queensland to generate greater wealth, higher-skilled employment and long-term resilience.

The building blocks are already emerging across the state, and at Quinbrook we are taking an active role. Our Northern Quartz Campus is the single largest investment in the Townsville region's project pipeline. Located at the Lansdown Eco-Industrial Precinct, the Northern Quartz Campus is a series of advanced manufacturing, battery energy storage and renewable energy generation projects, which combine to create Australia's first integrated solution to convert Queensland-mined quartz into high purity silicon for solar panels and semiconductors, placing Townsville at the centre of the global clean energy and computing supply chains.

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

In southern Queensland, through our large-scale battery storage project, Supernode, we are strengthening grid efficiency and reliability.

These initiatives are essential to advance the energy transition. Australia has committed to ambitious decarbonisation targets, requiring a substantial expansion of renewable generation and a six-fold increase in utility-scale storage to meet future demand. With the highest penetration of rooftop solar in the world long-duration storage becomes essential to deliver firm, dispatchable clean energy that underpins industrial growth.

Queensland's industrial centres, from Gladstone to Townsville, are particularly well positioned to evolve from coal export hubs into globally competitive critical mineral and green processing precincts. By vertically integrating renewable generation, storage and advanced processing, we can create cost-effective, low-carbon supply chains that attract global capital and long-term customers.

But this is a global race. Capital will flow to markets that combine strong fundamentals and execution capability.

Australia is seen as politically and economically stable, with ambitious clean energy ambitions, yet Queensland must ensure its regulatory settings match its resource advantages.

A streamlined, world-class approvals framework that delivers either a "quick no" or a "negotiated yes" would provide the certainty investors require while maintaining high standards. Speed and coordination are now competitive advantages.

This is about more than emissions reduction. It is about turbocharging Queensland's economic future. If we harness our abundance of renewables, critical minerals and industrial expertise, we can move decisively up the value chain, restoring supply chain sovereignty, strengthening regional communities and cementing Queensland's long-term prosperity.

Queensland has a golden opportunity. The question is whether we have the resolve to turn it into lasting competitive advantage.



Bridget Messer
 Chief Risk Officer
 Suncorp

Building a more resilient Queensland

Suncorp is a leading Trans-Tasman insurer, but Queensland is our heartbeat. Our deep roots in this community drive our commitment to provide insurance Queenslanders can truly trust.

This trust, built over many years and tested by Queensland’s infamous bouts of wild weather, inspires us to remain reliable, responsive, and always ready to help. Our purpose ‘to build futures and protect what matters’ is the compass that guides everything we do.

Being there

From Cairns to Coolangatta, we’ve stood alongside Queenslanders as they rebuilt after floods, hailstorms, and the everyday mishaps life throws their way. In the first half of FY26, Suncorp received 71,000 weather claims at a net cost of around \$1.3 billion. Hail accounted for approximately three quarters of these claims, costing more than \$700 million.

Behind these numbers are real people; Queensland families worried about protecting their homes, small business owners trying to stay afloat, and communities trying to recover while bracing for what might come next.

To support them, Suncorp is investing in world-class disaster management expertise: through our state-of-the-art Disaster Management Centre in Brisbane; our five Mobile Disaster Response Hubs ready to activate when major weather events hit; and our newly opened Townsville Regional Hub, creating

more than 100 local jobs and ensuring we have the right people, support, and resources on the ground in the regions where weather hits hardest.

Reducing the risk

Being there is vital, but so is reducing risk. While we can’t stop hail or storms from forming, there are many things we can do to build resilience and reduce the risk sitting in Queensland communities.

The most effective way to lower risk is through strong investment in resilience and mitigation measures. As a State, and a Nation, we need to make a serious investment in resilience infrastructure.

This means investing more in protective infrastructure such as levees, flood mitigation basins, improved stormwater drainage, and well-maintained roads and bridges that remain accessible during disasters.

It includes strengthening community assets like cyclone shelters, evacuation centres, and early warning systems so people have somewhere safe when extreme weather strikes.

We also need to help (and incentivise) homeowners to reduce their own risk. Simple measures such as using more resilient building materials can make a significant difference to safety and recovery efforts.

We must ensure new housing is built in the right places, to the right standards - avoiding development on floodplains or in high bushfire-risk corridors and embedding resilience into planning decisions from the outset.

By working together with policy and decision-makers we can make Queensland a global leader in resilience. Encouragingly, there is broad agreement across key sectors and stakeholders that timely and coordinated action is essential.

Queenslanders are well-known for their pragmatism and resilient spirit, but this is not something we should take for granted.

It is an exciting time to be part of Queensland, and we look forward to working together to ensure a brighter, safer and more resilient future.



Brent Kinnane
Interim Chief Executive Officer
TAFE Queensland

Strong partnerships with industry, employers and the community are essential to identifying the skills needed to create a skilled workforce for Queensland's future economic needs.

Innovative training solutions aligned to current, emerging and future industries will prepare Queenslanders for the jobs of the future.

The Regional Economic Futures Fund (REFF) is a major Queensland Government initiative to strengthen regional communities as they transition into renewable energy and critical minerals industries.

With over \$13 million of investment, TAFE Queensland leads five highly integrated REFF projects for the development of resources and delivery of training in renewable energy in various regional and remote locations across the state.

Under the REFF, TAFE Queensland is developing the state's first Mobile Renewable Energy Training Facilities (MRETF), state-of-the-art mobile units designed to bring specialised renewable energy training directly to regional and remote communities

These facilities will be equipped with cutting-edge technology, including off-grid batteries and controllers, mini wind and hydrogen generators and immersive XR (Virtual and Augmented Reality) learning experiences.

This mobile approach ensures that even the most geographically isolated areas can access high-quality training in solar, wind, hydro, and hydrogen energy systems - technologies that are central to Queensland's clean energy future.

TAFE Queensland continues to embed immersive technologies to enhance training delivery, particularly where real-world practice is high-risk, costly or difficult to access.

Jointly funded by the Australian and Queensland Governments, TAFE Queensland is leading the \$35 million TAFE Centre of Excellence Health Care and Support and the \$20 million TAFE Centre of Excellence Clean Energy Batteries.

In collaboration with various national clean energy and health partners, the TAFE Centres of Excellence are developing innovative and industry-relevant training opportunities to produce a pipeline of skilled workers.

TAFE Queensland continues to grow as a higher education institution. In a first for TAFE Queensland, Commonwealth Supported Places (CSPs) became available for eligible Bachelor of Nursing students in 2026. TAFE Queensland also became one of just a few non-university higher education providers with limited self-accrediting authority granted by the Tertiary Education Quality and Standards Agency (TEQSA).

TAFE Queensland's Higher Education degrees include niche, practical courses, providing pathways from vocational qualifications to relevant degrees, resulting in highly skilled and job-ready professionals who are critical thinkers, ethical, innovative and digitally literate.

Training solutions are designed to support people at different stages of their careers, from pre-vocational and entry-level training through to upskilling and reskilling for experienced workers. This future-focused approach supports workforce transition and long-term economic resilience.

With more than 60 campus locations throughout Queensland, our training caters to students from diverse backgrounds, those in regional and remote locations and is supportive of the unique needs of all individuals.

TAFE Queensland will continue working proactively with government, industry and local communities to deliver training to support the long term future of all Queenslanders.



Matthew Battams

Branch Director
The Pharmacy Guild
of Australia, Queensland

Queensland's Next Frontier: Pharmacy in Community Health as Economic Infrastructure

There is a quiet transformation underway in Queensland, and it sits at the intersection of healthcare, workforce participation, and economic resilience.

As Queensland grows, one of our greatest future opportunities lies in reimagining community-based healthcare as essential economic infrastructure.

Queensland has already demonstrated what is possible when policy, profession and purpose align.

The transition in 2025 of pharmacists prescribing for 17 everyday general health conditions into business-as-usual practice marks more than regulatory reform. It signals a shift in how we think about access, capability and the role of trusted professionals embedded in local communities. With over 400 Queensland community pharmacists already authorised prescribers, thousands of patients are now receiving timely care closer to home.

But the future opportunity is even bigger.

As Queensland faces increasing demand from an ageing population, rising chronic disease and workforce shortages across primary care, we must accelerate integrated models that expand safe scope of practice, strengthen digital connectivity, and embed prevention at the community level.

Community pharmacy is one example of scalable reform. The Queensland Community Pharmacy

Chronic Conditions Management Pilot provides a platform to support patients with asthma, COPD, type 2 diabetes and cardiovascular disease. As more Queenslanders access these services and preliminary data supports the value of this model, this will become part of a permanent, coordinated primary care strategy.

This is not simply about health outcomes. It is about economic productivity. Internal modelling from the Pharmacy Guild of Australia suggests the health system would be significantly eased if community pharmacists across Australia were empowered to work to the full extent of their training, skills and experience. It would free up 52,000 hours at emergency departments and 6.5 million GP consultations. Generating up to \$5.1bn of Australian healthcare system savings and a \$1.4bn productivity benefit from reduced absenteeism and presenteeism.

Queenslanders who access care quickly, return to work sooner. Patients can visit a pharmacy on weekends and after hours without delay. When chronic disease is managed proactively, hospital pressure eases. When rural and regional communities have sustainable healthcare access, local economies remain viable. Health access underpins workforce participation, consumer confidence and regional growth.

As new interoperable digital health systems connect pharmacists, GPs, hospitals and allied health providers, deliberate integration will vastly improve healthcare delivery. We need workforce incentives that encourage practitioners to serve regional Queensland and healthcare models that reward preventative care.

Importantly, we must continue fostering cross-sector collaboration between government, professional bodies, businesses and community organisations. With continued bipartisan support and strong engagement across the profession, recent advancements have cemented pharmacists as an essential part of the primary healthcare team.

The future challenge is to build on that momentum.

Our state has the people, the policy environment, and the collaborative culture to do so.

Viewing accessible healthcare not as a cost centre but economic infrastructure - essential to safe, prosperous communities - we unlock a future where regional resilience, workforce productivity, and population wellbeing move forward together.



Professor Deborah Terry AC
Vice-Chancellor and President
The University of Queensland

When we talk about how we create a healthier, stronger and more productive long-term future for Queenslanders, what we are really asking is a simple but urgent question: how do we keep up?

In the age of Artificial Intelligence, the pace of change is accelerating. Industries are being disrupted more frequently, technology is displacing roles once performed by people, and the foundations of our economy feel less certain than they have in some time.

In this environment, the risk of being left behind is real.

The answer to how we keep up, in my view, rests on innovation and translation.

The regions that will thrive in the next chapter of human history will be those that can successfully connect research with industry and government support – turning original ideas into useful products and services and driving productivity as a result.

In academic circles, this is often referred to as the “triple helix model” of innovation. In simpler terms, Australia’s former Chief Scientist once described it by saying that when it comes to innovation, “it takes three to tango”.

World-class innovation does not emerge from universities, industry or government acting alone; it depends on deep and sustained partnerships that align long-term public investment, research excellence and commercial capability.

Importantly, South-East Queensland’s rapidly maturing biomedical innovation ecosystem offers a powerful case study of what is possible when that alignment is achieved.

Since 1998, a combination of deliberately deployed capital, an effective regulatory framework, a strong culture of evidence-based medical research, and the development of thriving innovation precincts has led to a flourishing biomedical ecosystem – one Queenslanders can and should be proud of.

The Translational Science Hub, a partnership between the Queensland Government, the University of Queensland, Griffith University and global healthcare company Sanofi, is bringing researchers together with industry scientists to develop next-generation vaccines and therapies.

The Queensland-Emory Vaccine Centre, a joint initiative of UQ and Emory University in the United States, is bridging the gap between laboratory discovery and large-scale vaccine development.

Innovative biotech companies such as Vaxxas are emerging from Brisbane, a growing pipeline of locally developed, life-changing medical treatments is taking shape, and in the coming months the new ENTRi facility will officially open next to the Translational Research Institute at UQ’s Dutton Park Campus. This facility will be an Australian first for biomedical manufacturing dedicated to scaling biotech start-ups.

These successes are the product of an innovation ecosystem that has been deliberately cultivated here in South-East Queensland, and they provide clear evidence of what works: collaboration, policy certainty and long-term investment.

However, this success is currently concentrated in the biotechnology sector. If we are serious about securing a more prosperous future for Queensland, we must apply the same approach across other industries and commit to building an innovation-led economy more broadly.

Because keeping up will not happen by chance - it will require deliberate, coordinated action to turn research into results, at scale and across every sector of our economy.



Professor Maher Gandhi
 Chief Executive Officer
 Translational Research Institute

Addressing the gaps in translation from discovery to delivery

Queensland’s medical research environment is evolving into a rapidly maturing biomedical innovation ecosystem, yet the state continues to experience a long-standing gap in attracting its proportionate share of federal research funding. Research funding through schemes such as those of the National Health and Medical Research Council (NHMRC) and the Medical Research Future Fund (MRFF) is critical.

Translational Research Institute (TRI) has benefited from the support of successive Queensland Governments and their commitment to building capacity and advancing scientific research and infrastructure. TRI is also dedicated to increasing local researchers’ capacity and their likelihood of securing highly competitive federal grant funding.

Publicly available data shows that Queensland receives a modest 12% of MRFF funding, well below its population, which represents approximately 20% of the nation. In comparison, New South Wales received 28%, while Victoria received 38%. Similarly, the latest rounds of NHMCR funding rounds awarded 13% of grants to Queensland researchers, compared with 45% to Victorian researchers and 26% to New South Wales researchers. While funding distribution patterns vary by scheme and round, the broader trend is

consistent, and it is clear that Queensland is failing to secure its fair share of national grant funding.

At TRI, we experience firsthand the reality of the competitive nature of funding across the medical research field. To compete successfully for major national grants, researchers must present mature, data-rich proposals that demonstrate feasibility, translational potential and collaborative depth. Generating that level of readiness requires early access to advanced facilities, technologies and specialist expertise. This is where TRI is supporting researchers.

TRI has established initiatives, grants, and programs to support researchers at all stages of their careers, and will launch a new seed grant program, supported by the TRI Foundation, in 2026. The Proof of Concept Grant’s purpose is to strengthen researchers’ experimental designs, validate early findings, and build the evidentiary foundation that national assessors expect. This program allows access to TRI’s specialised Core Facilities, expert technical support, and collaborative networks spanning academic, clinical, industry, and consumer partners. It will allow researchers the ability to build rigorous data into their submissions with the aim of increasing their chances of securing federal funding.

This exciting program will allow researchers to test their discoveries using TRI’s groundbreaking facilities and technologies, including preclinical mice studies using the Human Immune Model and Gnotobiotic Facility. Researchers focussed on the gut microbiome will be able to test their discoveries in a neutral immune or human microbiome model, and use the data to refine their research, in the only facility of its kind in Australia.

While increased investment in medical research nationally is welcome, we remain committed to building our local research capacity. In doing so, we ensure that Queensland continues to increase its competitiveness, attract global talent, and deepen international partnerships. Most importantly, it will enable exceptional science to progress more rapidly toward healthier lives for Australians.



Professor Paul Mazerolle
Vice-Chancellor and President
University of Southern Queensland

A University Without Walls: Re-designing Education for Queensland's Future

Queensland's long-term prosperity will not be shaped by any single institution or sector, but by how well we connect learning, skills, research, and opportunity across the entire education system.

Universities must continue to evolve to become more flexible, collaborative, and deeply embedded in the communities and industries they serve. For a state as geographically and economically diverse as Queensland, this is not a philosophical preference but an economic necessity.

Talent is distributed across the state, but access and opportunity are not. If we are serious about lifting productivity, strengthening workforce participation, and improving social mobility, we must move beyond linear education pathways. Instead, we need a system that allows learners to move seamlessly between school, vocational education, higher education and work multiple times across their lives.

Fostering lifelong learning, providing meaningful industry experiences, and expanding access to micro-credentials that support upskilling and reskilling will strengthen the impact universities can have in the future.

A “university without walls” meets learners where they are. It works in genuine partnership with secondary schools, TAFE, industry, government, and community organisations to design pathways that are clear, supported, and aligned to real workforce needs. It recognises that capability is built cumulatively across systems, not within institutional silos.

From the perspective of a regional, multi-campus university working across education sectors, this kind of integration is becoming the new norm. Our experience shows that when pathways are co-designed with partners, delivered flexibly, and connected to industry need, learners move faster into work and regions are better able to retain skills and capability.

The Southern Queensland Education Alliance offers a practical example of what this looks like. By aligning universities, TAFE, schools, and regional partners around shared outcomes, it reduces duplication, strengthens transitions, and ensures education provision is directly connected to regional workforce and community priorities.

For government, the opportunity is clear. Policy, funding, and regulation should increasingly reward collaboration between sectors rather than reinforce artificial boundaries. Investment in shared infrastructure, distributed delivery models, and flexible credentialing will better support lifelong learning and workforce resilience.

For industry, a connected education system delivers a more responsive pipeline of talent, informed by real-world needs and strengthened through applied research and innovation. For communities, it means education becomes visible, accessible, and trusted – an active and vital contributor to regional development.

Queensland's future workforce will be more mobile, more diverse, and more adaptive than any before. Universities have a responsibility to help design the system that enables this future. A university without walls, connected with schools, TAFE, government, and industry, is not a radical idea. It is the logical next step for Queensland's future.



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

South-East Queensland’s northern growth corridor, spanning the Sunshine Coast and Moreton Bay, is experiencing sustained and structural demographic expansion. Rapid population growth, housing development and economic diversification are reshaping these communities. The opportunity is significant, so is the pressure. Transport connectivity, tertiary capacity and essential social infrastructure must now be sequenced deliberately to ensure growth does not outstrip capability.

Strategic coordination across infrastructure, housing, skills and workforce planning is no longer optional, it is foundational to Queensland’s next phase of prosperity. Population growth requires concurrent investment in tertiary infrastructure and transport integration.

The University of the Sunshine Coast (UniSC) is a core institution within this expanding corridor. As one of Australia’s fastest-growing public universities, UniSC expands participation in areas historically under-represented in tertiary education. Approximately 66 percent of our students are from equity groups, including first-in-family students, those from low socioeconomic backgrounds, Aboriginal and Torres Strait Islander students, students with disability, and those balancing work and caring responsibilities. For these cohorts, proximity and integrated transport are not lifestyle considerations, they are participation enablers.

Universities serving high-equity communities require structural investment in connectivity and local tertiary capacity to sustain participation and attainment gains.

Queensland’s ambition to lift tertiary attainment and address workforce shortages, particularly in health

and education, alongside sustained demand for engineering and technology skills, will depend on universities embedded within key population centres.

UniSC is positioned within South-East Queensland’s northern growth region, where enrolment demand across these priority disciplines remains strong and closely aligned with the State’s economic and workforce priorities. In several workforce-critical areas, particularly health and education, supply constraints are driven not by student demand but by placement and professional training infrastructure capacity. Sustaining this trajectory will require coordinated investment in clinical and professional training capacity, digital infrastructure, transport connectivity and student accommodation to convert demand into workforce supply.

Recognising higher education infrastructure as enabling economic infrastructure would strengthen Queensland’s workforce pipeline and long-term productivity. The external environment reinforces this imperative. Cost-of-living pressures are reshaping participation patterns, with part-time enrolment prevalent across outer-metropolitan communities. At the same time, employer demand for job-ready graduates in priority sectors is intensifying. Integrated planning across tertiary infrastructure, housing and workforce strategy is essential to expand attainment without compromising access.

The Brisbane 2032 Olympic and Paralympic Games represent a generational opportunity to accelerate Queensland’s workforce and capability uplift. The Games must be leveraged not only as a construction program, but as a deliberate workforce strategy. Shortages in health and education require strengthened pipelines, alongside sustained investment in engineering and digital capability, to meet demand through to 2032 and beyond.

Legacy planning must extend well beyond venue delivery. The dividend of 2032 will not be measured in physical assets alone, but in expanded capability, inclusive participation and sustained economic resilience. As population growth accelerates, capability growth must accelerate with it. Universities are foundational to workforce security and long-term economic performance. UniSC stands ready to partner with Government, industry and community to shape this legacy intentionally, ensuring Queensland’s growth translates into enduring capability, stronger local economies and opportunity shared across the State.



Scott Kirkwood

General Manager, Corporate Risk and Broking, Queensland Willis, a WTW business

Queensland's Decade of Opportunity and the Risk of Being Blindsided

Queensland is entering an extraordinary period of growth. It is rare to see population momentum, private investment, government ambition and global attention align so strongly at the same time. From housing and transport links to renewable energy zones, digital infrastructure and the preparations for 2032, the State is attempting a scale of delivery that will reshape Queensland for a generation.

This brings enormous opportunity, but it also heightens the risks associated with trying to do so much at once. These are not the slow moving risks that organisations can plan for comfortably. They are the sudden shocks that cut across sectors and derail programs that are already under pressure.

This year's events have shown exactly how quickly that can happen. Record heat was followed by severe storms and widespread flooding across the north. Ex Tropical Cyclone Koji delivered the wettest day in more than a century in Clermont, flooding homes, isolating communities and triggering a large scale emergency response. The same system pushed into the Bowen Basin, where heavy rainfall disrupted mining operations and forced producers

to halt shipments when coal could not reach the port. Even short disruptions in that region can ripple quickly through contractors, logistics networks and downstream industries.

These are no longer isolated incidents. They are structural realities. And as governments shape their 2026 policy priorities, compound weather, supply chain and economic shocks are becoming a central part of the national conversation. Organisations that once viewed these events as occasional interruptions now treat them as core considerations in operational planning, continuity and governance.

All of this is happening at a time when Queensland is delivering more than ever before. Housing targets, major transport corridors, energy precincts, regional infrastructure and urban redevelopment projects are progressing simultaneously. In such an environment, even small delays compound. A cyclone or monsoonal system is no longer just a weather event. It becomes a scheduling risk, a cost risk, a materials' risk and a project delivery risk.

The challenge for Queensland is not a lack of ambition. It is ensuring that ambition remains resilient in the face of volatility. Across the organisations we speak with, the concern is rarely any single risk on its own. It is the accumulation of pressures hitting at the same time in an already stretched environment.

To protect Queensland's decade of opportunity, resilience needs to be built into planning from the beginning. That means clearer prioritisation of what must be delivered first, stronger contingencies for climate volatility, supply chains designed to absorb disruption and governance structures that allow programs to adapt without losing momentum.

Queensland has an enviable runway in front of it. By treating resilience with the same seriousness as growth, the State can ensure that unexpected shocks do not knock its ambitions off course.

QFI LEADING MEMBERS



QFI INNOVATING MEMBERS





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