



the Chamber

THOUGHT LEADERSHIP

Beyond the build:
Newton on building
Australia's AI-ready
Infrastructure system

BRADFIELD UPDATE

Jennifer Westacott AC,
Chair, Bradfield
Development Authority

IN CONVERSATION WITH

Stephanie Graham,
CEO, Construction,
Lendlease

INDUSTRY INSIGHTS

Built and AIS
team up to drive
innovation beyond
construction and
sport

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Colliers

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Welcome to this special Infrastructure edition of the Chamber's magazine

I am pleased to open this edition of the Chamber's Infrastructure Magazine, which serves as a timely reminder of the significant shared opportunity that continues to unite Australia and the United Kingdom: delivering the infrastructure needed to support growing populations, enhance economic resilience, and create long-term prosperity.

These shared priorities were perhaps nowhere better demonstrated than at the Australian British Infrastructure Catalyst (ABIC) 2025, where we were delighted to announce that Lord Hendy, UK Rail Minister, and the Hon Catherine King MP, Australian Minister for Infrastructure, Transport, Regional Development and Local Government, had signed a landmark Memorandum of Understanding committing both nations to ongoing collaboration on rail infrastructure. From HS2 and the TransPennine Route Upgrade in the UK, to Inland Rail and Melbourne Airport Rail in Australia, the agreement reflects a common commitment to improving connectivity, productivity and economic growth. It is precisely the type of partnership the Chamber seeks to foster through ABIC and our broader domestic programme, and we look forward to building on this momentum in 2026 and beyond.

Since then, we have seen a range of developments shaping the future of infrastructure across both nations. In the UK, Prime Minister Andy Burnham's focus on devolution, regional growth and reindustrialisation has placed infrastructure at the heart of the national agenda. These themes will be central to discussions at ABIC 2026 as we return to Manchester, a city that continues to demonstrate the transformative impact of investment, innovation and regional leadership. Of course, hindsight is a wonderful thing — who knew one of our keynote speakers from 2024 would go on to become PM!

In Australia, infrastructure remains central to conversations around housing supply, energy transition, and regional development. It was around this time last year that we heard Arup had been appointed to lead the Victoria Park Masterplan for the Brisbane 2032 Games Precinct — a key milestone in delivering Brisbane's 2032 Games infrastructure. As the first major stadium-related contract awarded under the Games Delivery Plan, this marked an important step in delivering a lasting legacy for Queensland.

And this momentum is clear across the country. In July, Bechtel was awarded Delivery Partner for Newcastle to Sydney High Speed Rail, helping realise Australia's high-speed rail ambitions. Meanwhile, Western Sydney International Airport is set to open in just a few weeks, marking Australia's

most significant new aviation gateway in more than 50 years. Together with major investments such as Sydney Metro West and the development of Bradfield City, these projects demonstrate the scale of ambition shaping Australia's future infrastructure landscape. Many Chamber Members and ABIC 2025 delegates had the opportunity to visit the First Building and see firsthand how these investments are laying the foundations for a more connected future.

The opportunities ahead are significant, but so too are the challenges. Delivering the infrastructure required for future generations will demand collaboration across governments, industry and academia, along with a continued commitment to innovation, workforce development and investment.

The Chamber is proud to support and strengthen infrastructure collaboration between Australia and the UK. Through our events, initiatives and advocacy, we will continue to bring together the leaders and organisations shaping the future of our built environment.

We encourage all Members to engage in these conversations as we work together to deliver outcomes that benefit both nations. We are delighted that this magazine reflects the expertise, innovation and leadership of our Members and partners, showcasing the organisations and individuals delivering the projects that underpin our economies, support our communities and enable future generations to thrive.

Kind regards,

Andrew Low
National Chairman
Australian British Chamber of Commerce



In-conversation with

Stephanie Graham

CEO, Construction, Lendlease

Head of Marketing, Olivia Scullard, sat down with Stephanie Graham, CEO, Construction at Lendlease, to discuss her trajectory from graduate to CEO, the future of Australia's construction workforce, and the opportunities emerging from the nation's growing infrastructure pipeline.





Jo Haylen, Member of NSW Parliament, NSW Labor Party, and Stephanie Graham at the Chamber's Australian British Resilience Summit Sydney, hosted at Lendlease's Barangaroo office in June 2026.

Steph, thank you for sitting down with me today. Your journey with Lendlease began as a graduate and has taken you all the way to CEO of Construction — an incredible path! Are there lessons from those early years that still guide you today?

Thank you, that's very kind. It has been a fantastic journey. The graduate role that brought me to Lendlease is something I still look back on incredibly fondly, and it actually led me to fall in love with the industry. I started on a major commercial high-rise project here in Sydney, Deutsche Bank Place, and to this day it remains one of the most rewarding experiences of my career.

In terms of what I've learned along the way, the importance of relationships and investing in people cannot be overstated. They have played a huge part in why I'm here today. The connections you forge through the remarkable experience of delivering project work are incredibly valuable.

The other thing I would say is to treat everyone with respect. It sounds simple and perhaps goes without saying, but it's a philosophy I've tried to uphold my entire career. Even today, it's a

fundamental part of how I operate, regardless of the situation. There are inevitably times when things become challenging, but continuing to approach people with respect, especially in those moments, is one of the most important lessons I've learned and something I would encourage everyone to do.

Construction, like so many industries, is facing a well-documented skills gap while the pipeline of work is growing. How is Lendlease attracting and retaining talent?

We've always said there's no silver bullet to addressing the skills shortage. It requires action on multiple fronts, and I think that's also where the greatest opportunity lies.

At Lendlease, we focus heavily on attracting talent early. We have strong partnerships with universities and invest significantly in our graduate and early careers programmes.

We're looking to almost double our graduate intake as the demand for infrastructure and construction continues to grow, because we know the next generation will play a critical role in meeting the industry's needs.



Stephanie Graham moderating a 'Future-proofing Airports' panel with Simon Hickey, CEO, Western Sydney International Airport; Paul Willis, Group Executive Planning & Delivery, Sydney Airport (former Chief Development Officer, Manchester Airport Group); and Michael Hanna, Head of Infrastructure — Australia, IFM Investors, at the Chamber's Australian British Infrastructure Catalyst 2025, held at Lendlease's Barangaroo office.

Another area we're particularly encouraged by is the increasing ability to manufacture materials and equipment offsite to support delivery. It's a real game changer because it creates opportunities for people to contribute to the industry in different ways, not only on construction sites, but also across the supply chain and advanced manufacturing environments that support project delivery.

There is still a significant portion of our community whose potential remains underutilised. That includes women, older Australians and many others who can make valuable contributions to the future of the workforce. Construction and infrastructure offer an incredibly broad range of roles and career pathways, and we want to ensure those opportunities are accessible to as many people as possible.

What makes this sector so special is its diversity of people, experiences and perspectives. It's rewarding to be part of, and we at Lendlease, look forward to using that combined knowledge and expertise to solve all of the challenges we're facing now.

And there's obviously a huge pipeline of work across the country. Are there any specific regions where you're seeing most impact?

At Lendlease, we operate across nearly every state and territory in Australia, and what's really clear to us is the immense growth taking place right across the country.

We're seeing record levels of investment across defence, health, data centres, infrastructure, transport and aviation, and we're fortunate to be involved in all of those sectors. We're expanding

our teams in every state, securing new projects and expanding our footprint across the country to support that evolving pipeline of work.

What's particularly exciting is what this means for Australia more broadly. The opportunities we're seeing are increasingly connected across states and regions. While a project may be located in one part of the country, the benefits, expertise and lessons learned often have a national impact.

What are you looking forward to in the decade ahead?

It's the continued investment we're seeing across our industry. Each sector we deliver in is unique and compelling in its own right. The industry is also continuing to evolve in how it delivers projects, and that's something we're very excited about at Lendlease. Technology, innovation and new ways of working are reshaping how we plan, design and deliver projects, and it's incredible to be part of that transformation.

We're also seeing a generational shift, particularly in leadership. The leadership teams within organisations like Lendlease, as is the case for our customers and industry peers, are starting to look quite different. It feels like a timely change as we embark on a period of significant transformation, driven by that technological advancement and the integration of a broader and more diverse range of people into the workforce.

It's incredible how quickly that change is happening. There's huge momentum, with passionate, energetic leaders helping to drive innovation and progress across the construction sector.



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SCAN TO BOOK

From contract to capability: What Australia can learn from the UK's collaborative delivery journey

HKA's Amri Denton, Partner, Commercial Advisory, and Shreya Shah, Associate Director, Commercial Advisory, explore how Australia can leverage lessons from the UK's collaborative contracting experience to deliver better infrastructure outcomes, highlighting the leadership, capability and governance needed to turn collaborative contracts into successful project delivery.

Australia is embarking on one of its largest infrastructure investment programmes at a time of increasing fiscal pressure, constrained supply chains and growing expectations for productivity. Delivering better outcomes will require more than new procurement models; it will require a different way of working.

The United Kingdom has spent decades evolving from traditional transactional contracting towards more collaborative delivery models, supported by contracts such as NEC (originating in the UK).

Australia is now increasingly looking to these approaches for major infrastructure programmes, presenting an opportunity to transfer not just contracts between partner nations, but the experience and capability developed through their successful implementation.

Collaboration is more than the contract

A common misconception is that collaborative contracting begins with selecting a collaborative contract. In reality, contracts such as NEC provide an excellent commercial framework, but they do not create collaboration on their own.

Successful implementation depends on aligning leadership, governance, capability, systems and behaviours with the principles the contract is designed to support. The contract enables collaboration; organisations make it successful!



Figure 1 – Enablers of collaborating contracting

Lessons from implementation

Experience implementing collaborative contracting across Australian infrastructure projects highlights several consistent lessons:

- Firstly, leadership matters more than drafting. While organisations often focus on tailoring contract clauses, the greatest determinant of success is whether leaders consistently reinforce collaborative behaviours and empower timely decision-making.
- Secondly, client capability is critical. Collaborative models require owners to become active participants in managing risk, relationships and performance, rather than simply administering contracts. This requires investment in commercial capability, governance and programme management.
- Thirdly, concerns that the market is “not ready” are often overstated. When clients provide clear direction, aligned incentives and consistent governance, contractors and consultants have repeatedly demonstrated their ability to adapt and deliver.
- Finally, collaboration should never be mistaken for reduced accountability. Successful collaborative delivery is underpinned by strong governance, transparent performance management and robust commercial controls.

Learning from the UK's experience

Australia does not need to start from scratch – its journey has already commenced through various initiatives, advocacy and early case studies. The UK's extensive experience provides valuable lessons that can be adapted to Australian conditions, allowing clients to avoid repeating challenges already encountered elsewhere. Rather than copying UK models wholesale, the opportunity lies in applying proven principles within Australia's own regulatory, commercial and delivery environment. This is particularly relevant as collaborative contracting becomes more prominent across major Australian infrastructure programmes.

A role for Australia–UK collaboration

This is where the Australian British Chamber of Commerce can play an important role. One of the Chamber's core objectives is to strengthen commercial relationships and promote the exchange of knowledge between Australia and the United Kingdom. Infrastructure delivery presents an ideal opportunity to achieve both.

The UK offers decades of practical experience in collaborative delivery, underpinned by extensive lessons learnt, while Australia is demonstrating how these approaches can be successfully

adapted to local markets and institutions. Bringing together owners, contractors, consultants and advisers from both countries creates opportunities to share lessons, build capability and improve delivery outcomes across the infrastructure sector.

Knowledge transfer is not about exporting contracts. It is about developing the leadership, capability and behaviours that enable those contracts to succeed.

Looking ahead

Collaborative contracting represents a broader shift towards delivering infrastructure through better relationships, aligned incentives and proactive management of risk. It is not simply another procurement trend. The organisations achieving the greatest success are those that invest not only in their contracts, but in the capability required to implement them effectively.

As Australia continues to invest in nationally significant infrastructure, the opportunity is clear. By combining UK experience with Australian innovation and leadership, we can build a more productive, collaborative and resilient infrastructure sector – and one that delivers better outcomes for governments, industry and the communities they serve.

Interested in learning more?

Read HKA's full whitepaper, *Collaborative Contracting – Dispelling the Myths*, as we explore the barriers to adoption and provide practical insights and recommendations for overcoming some of the challenges associated with implementing collaborative contracting.

Scan or click the QR code to access the whitepaper.



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Beyond the build: Building Australia's AI-ready infrastructure system

Why practical, embedded AI is becoming central to energy and infrastructure performance.

By Craig Hoggett, Energy & Infrastructure Partner, Newton

Across Australia, energy and infrastructure leaders are managing a familiar tension: the scale of the build is rising, scrutiny on cost and delivery is intensifying, and the operating environment is becoming less predictable. From renewables integration and grid upgrades to transport, ports and water resilience, the technologies are largely known but the binding constraint is execution.

Execution at the pace is an organisational challenge. Challenges occur when governance can't keep up with complexity, when asset strategies don't translate into front-line routines, or when capability isn't built fast enough to sustain delivery.

Three domains must be treated as one system: capital projects, asset management and capability development. AI is increasingly the accelerator across all three, provided it is embedded as an operating discipline, not run as a side programme.

Capital projects: Making decisions faster and reducing delivery surprises

In major programmes, delays often start before construction, through approvals, sequencing,

scope churn, interfaces and unclear decision rights. With more stakeholders balancing reliability, affordability, community outcomes and decarbonisation, governance can become the slowest workstream on the plan.

AI can help by learning from historic schedules and outcomes to highlight fragile interfaces, quantify delay drivers and test mitigation options earlier. But sensing is scaling faster than decision-making. Earlier warning only creates value if the organisation is set up to respond, and respond quickly, with clear accountability.

What good looks like:

- **Decision rights and cadence:** align forums and escalation paths to the pace of delivery risk.
- **Industrialised project data:** standardise schedule, cost and change-control foundations so analytics are trusted portfolio-wide.
- **Insight-to-action:** embed AI outputs into existing governance with named owners, decisions and timeframes.

Asset management: Engineered performance

For many operators, the challenge is two-speed: invest to expand and decarbonise while also extracting reliable performance from ageing fleets, networks and facilities. The organisations that win treat asset management as a performance system, linking risk, maintenance execution, spares and operational decision-making.

This is where industrial AI earns its keep. Predictive maintenance, especially for critical rotating equipment, can reduce forced outages and unplanned work when teams start where data is strongest, validate outputs with reliability engineers, and connect insights directly to EAM/CMMS workflows so alerts become work orders and learning loops.

GenAI's early value is also highly practical: knowledge retrieval. Front-line productivity is often lost searching for SOPs, manuals, standards, incident learnings, drawings and histories. Retrieval-based approaches can help teams find the right information faster, with clear references to source documents. The rule is straightforward: humans remain accountable for safety-critical decisions; AI reduces friction and improves consistency of execution.

What good looks like:

- **Focus on criticality:** prioritise use cases around safety, reliability and customer outcomes.
- **Workflow integration:** connect insights to the so value compounds.
- **Governance and monitoring:** define data ownership, model performance checks and change control. Treat AI like any other operational discipline.

Capability development: The hidden multiplier

Leaders often point to labour markets, supply chains and approvals as delivery risks. But one constraint cuts across them: organisational capability and the ability to deliver projects, run assets and improve performance year after year.

This is also why many AI initiatives stall. The technology often works; the handover into operations doesn't. Without clear ownership, trust, training and authority to act, insights don't become outcomes.

Industrialising AI means building the operating model around it, repeatable methods, governance

and sustained adoption, so value compounds instead of resetting with every pilot.

In practice, capability development is not a programme running alongside delivery; it is the delivery strategy. Resilient organisations codify how they plan, govern, maintain and improve, then coach teams in those ways of working, using digital and AI tools to reduce effort and raise consistency.

What good looks like:

- **Role-based uplift:** build skills in the roles that convert strategy into action, sponsors, project controls, asset engineers, planners and supervisors.
- **Adoption by design:** combine tools with training, coaching and performance routines.
- **One performance language:** shared measures and routines across projects and operations (risk, cost, schedule, reliability, safety).

Bringing it together: an AI-enabled execution system

The organisations that lead Australia's energy and infrastructure decade will not be those with the most AI pilots, the biggest capital plans, or the most comprehensive asset strategies in isolation. They will be the ones that integrate capital delivery, asset management and capability development into a single execution system, where decisions are made at the right level, information flows to the front line, and improvement is continuous.

For infrastructure leaders, the prize is not "doing AI", it is building an execution system that makes better decisions, earlier, and turns learning into repeatable performance. AI can accelerate that system: predicting failure before it happens, surfacing delivery risk sooner, and putting institutional knowledge in the hands of the people who need it. But it only pays back when organisations are designed to act on what they learn, through clear governance, disciplined data and capability built at the front line.

Australia's infrastructure agenda is ambitious and essential. The organisations that will stand out are those that look beyond the build, strengthening asset performance and building the capabilities that sustain delivery, while industrialising AI in a way that is safe, practical and measurable.

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Q&A with

Andrew Tompson

CEO, TSA Riley

You've tackled projects across multiple countries and cultures, with different technical standards. Looking back, what was the biggest challenge in adapting to new jurisdictions? Do these still apply today?

Every place does things a little differently, and respecting that really matters. I saw this firsthand working in Europe and the United States. In Germany, for example, there was a very specific way engineering drawings had to be folded, and if you got it wrong, the city simply wouldn't accept them. That was about 30 years ago, but the lesson still holds: understanding and respecting local norms is essential if you want a project to move forward.

You've worked across engineering, finance, and consulting. How has that breadth of knowledge shaped the way you make decisions at TSA Riley?

It's given me great appreciation and understanding that every project has different drivers. You need to think holistically: what are we really trying to achieve here? Are we pursuing the most technically refined solution? The lowest cost? The fastest delivery? A balance of all these?

For example, we're delivering data centre projects where design quality and cost-efficiency are critical, but ultimately, they need to be operational by a specific date, so time becomes the dominant

driver. Having that cross-disciplinary background enables me to focus the team on what truly defines success for each project.

Having seen both the public and private sides of infrastructure, what do you think is key to bridging commercial goals with public impact?

The key is maintaining a collective, long-term perspective. On the public side, there's intense scrutiny around business cases and commercial and social returns on taxpayer investment. On the private side, the focus is more often on profitability.

You need to step back and ask: what are the enduring benefits we're trying to deliver?

You've led TSA Riley through significant growth and acquisitions in recent years. When you look back, what moment or decision really signalled that the business was entering a new chapter?

There have been a few big milestones, and one of the most significant was bringing in private equity investment. Back in 2017, we were asking ourselves how we could accelerate our expansion. Private equity investment marked a clear shift: it boosted our capital and confidence. And as we've grown, we've created a great presence in the market and developed a brand that attracts talented people and makes us even more competitive.



You've spoken about collaboration being central to TSA Riley's DNA. Can you share an example of a project or partnership that really brought that philosophy to life?

Collaboration has shaped us externally and internally. Some of our most significant milestones came through strong joint ventures with industry partners. The Sydney Desalination Plant was our first major example of that, and more recently the Rozelle Interchange. Last year we were invited to support the Unite32 Joint Venture that was appointed as the Delivery Partner for the Brisbane 2032 Venues Program. This partnership was the result of several years of deep collaboration with our key partner organisations, building trusted relationships and a shared understanding of the team's capabilities.

We also focus heavily on collaboration within our own business. As we've expanded, our ability to connect our experts across regions has become a

real advantage. A recent example is Queenstown Airport in New Zealand. That success was driven by strong collaboration with our aviation team in Australia. By bringing together cross-border knowledge and specialist expertise, we were able to offer our client deeper capability than any one office could provide alone. It's really satisfying result, and excellent for our clients.

TSA Riley is involved in many of Australia, New Zealand and the UK's landmark infrastructure projects. What makes a project truly satisfying for you?

For me, the satisfaction comes from the impact of the project and the way we come together to deliver it. Seeing people collaborating across countries, sharing expertise, and aligning around a common goal to meet a local need is really satisfying – particularly seeing the benefits to the community continue for years afterwards.



TSA Riley's work covers everything from transport to social infrastructure. What defines a project that genuinely moves the needle for a city or community?

The projects that truly move the needle are those that reshape how a city functions and how people experience it day to day. A great example is the Sydney Light Rail. During construction, we needed to manage challenges like congestion and the impact on local retailers.

Our team and I worked with the stakeholders to make sure their needs were considered, from local councils and utility providers beneath the street, to retailers, to commuters, and the broader community.

It was massive, bringing that all together, let alone building the light rail. The outcome is that George Street has been completely revitalised. The access from Circular Quay to the University of NSW and the hospital is tremendous.

We hear a lot about digital transformation in infrastructure. Beyond the buzzwords, what technologies or approaches are actually reshaping how your teams deliver outcomes for clients?

It's a huge opportunity for us. Emerging digital tools will free our teams to focus on more valuable and interesting work. We're also looking to expand the use of our in-house rail systems planning tools across more rail networks, and into other sectors too.

We're also working with a supplier on AI-enabled tools that review construction site footage to help identify safety risks. The system can detect if a worker isn't wearing appropriate protective equipment and flag that issue in real time. If technology can help us prevent incidents and improve safety outcomes, that's a tangible benefit for everyone. At the same time, we are keeping the human touch: the experience, context and critical thinking that add value for our clients.

The competition for skilled talent in construction and advisory is fierce. What do you think is the secret to attracting and retaining the next generation of professionals?

It's about building a workplace that people genuinely enjoy being part of. A lot of that comes down to culture, opportunity, and empowerment. We hire well, and working on notable, complex, and high-quality projects naturally attracts curious and capable people.

We also want TSA Riley to be a place where everyone can bring their whole self to work. We've worked hard to create a warm and inclusive environment, with programmes designed to ensure that everyone feels welcome and accepted.

Beyond that, it's about empowering leadership. We have clear governance and shared objectives, of course, but within that framework, we want teams to feel like they're creating their own pathways, making decisions, and taking ownership of outcomes.

How do you see the sector evolving over the next decade, particularly in Australia and the UK? And what excites you most about the next chapter for TSA Riley?

Technology is going to play a big role in shaping the sector, particularly in improving efficiency and productivity, and what excites me most is how this will free people to focus on real value creation. There will be more opportunities to explore innovative solutions and stretch what can be delivered.

Both Australia and the UK face an ongoing need to increase infrastructure supply and address aging assets. Replacing or upgrading major systems, like water assets in large cities, is inherently complex and will require careful planning, collaboration, and innovation.

D2 recently joined TSA Riley, growing your UK infrastructure presence and marking TSA Riley's first Canadian office. What's your philosophy on growth – for investors, TSA Riley, and TSA Riley people?

Our approach to growth has a few layers. It's important for shareholders, and we want to continue building value and delivering strong returns. But it's also about creating opportunities that make the work exciting and meaningful for our teams.

Expanding into new markets, like Canada, allows people to move across the business, gain international experience, and collaborate with colleagues around the world. I was recently in London, and it was great to see expats from Australia and New Zealand working in the office.

From a market perspective, there's a real opportunity for a high-quality, mid-market international player in project consulting. There are relatively few firms operating in this space, and we're well positioned to grow into it. We've already built strong foundations, but there are still pieces of the puzzle to put in place. For me, that's exciting.

How is TSA Riley retaining its agility as it grows internationally and towards 2000 people?

Our DNA is about moving quickly and making decisions efficiently, and we're determined to hold onto that 'freedom within boundaries' approach. Our teams are empowered to act, with clear guardrails that ensure alignment and accountability. Senior leaders are accessible for swift decision making. Our focus is on getting the right people in the room.

Beyond geographic growth, TSA Riley is increasingly known for providing project consultancy across the project lifecycle. For example, you added ESG and sustainability services a few years ago. Why is this important for clients?

Our ESG and sustainability offering is important on several levels. First, we've got a climate emergency, so we want to play our part. And some of our clients are advanced, while others are engaging with ESG for the first time. We help them navigate everything from meeting reporting requirements to addressing specific climate risks, like sea level rise or extreme weather. We help clients assess vulnerabilities, plan for resilience, and implement practical solutions.

Lastly, what excites you most about TSA Riley's strategy and the next 5 years?

There's a lot of opportunity ahead. In the UK the potential to grow significantly is exciting, particularly with major projects and our presence in key markets like London. At the same time, we're continuing to expand in Australia, New Zealand, and now Canada, and explore new horizons.



The Dawn Economy: a city's urban workout that gets venues sweating 24/7



Kai Tak Mall. Courtesy Simon Kwan & Associates

In Australia, some of the most important urban activity happens before breakfast. For years, the idea of the “24-hour city” has been framed through nightlife: later trading, evening activation, entertainment, and the policy settings needed to keep city centres alive after dark. But that only tells part of the story. For Australian cities, the more distinctive opportunity may lie at the other end of the day.

By Chris Paterson, Senior Principal | APAC Regional Board Director and Sophie Hogben Senior Associate | Wayfinding Design Lead | APAC at Populous



At first light, Brisbane's river paths are already busy. In Sydney, cafés fill up early and parks and beaches host run clubs before the commute begins. In Melbourne, walkers, cyclists and morning crowds animate tram corridors, park edges and local high streets. Across the country, the pattern is clear: Australians are not just working up a sweat earlier in the day, they are sweating the city's social, cultural and economic assets before 10am.

This is the Dawn Economy: the web of activity, movement, spending and social connection that takes place from first light through the morning. It is not a replacement for the nighttime economy. It completes the 24/7 picture. If the nighttime economy asks how cities stay alive later, the dawn economy asks how they come alive sooner - and how design, particularly of sport and entertainment anchored precincts, can support the rhythm of the night through to the morning.

That matters because the morning is no longer just a transition into the workday. It is becoming a real period of urban life in its own right. Early exercise, coffee rituals, informal meetings, school and care drop-offs, commuting, dog walking, cycling and market visits all generate life in public space. These are not isolated behaviours. Together, they form a repeatable pattern of use that creates economic, social and civic value. In Australia, this shift feels especially relevant because it aligns so closely with climate and

culture. In warmer cities, dawn and early morning are often the most comfortable times to be outdoors. Culturally too, Australians have long embraced early starts, outdoor activity and neighbourhood-based routines. Rather than forcing our cities to imitate late-night global models shaped by very different conditions, we should be designing around the way people already live.

That does not mean abandoning the ambition of the 24-hour city. It means sequencing it better.

Precinct activation becomes sequenced

The key design idea is sequential activation: creating places that support different users and activities across the day without conflict. At dawn, movement networks and café nodes may anchor wellness and social energy. Through the middle of the day, shaded plazas, markets and flexible public edges can encourage longer dwell times. Into the evening, lighting, wayfinding and hospitality can support pre-event activity and safe circulation for sporting events.

Later, good acoustic design and venue management can protect nearby residents during concert activity while sustaining life after dark. The city works best when these phases flow into one another rather than competing for space and attention.

This is particularly important as Australian cities invest in major sport and entertainment anchored precincts with connected transit facilities and integrated mixed-use destinations such as shopping centres and hotels. Too often, large venues and civic projects are judged primarily by what happens during peak events. But the stronger test is whether they contribute to everyday city life. Can they attract people on ordinary mornings? Can they become part of daily movement networks? Can they support local spending and public life outside headline moments?

That idea is already reflected in major projects internationally. At Kai Tak Sports Park in Hong Kong, the focus has been on creating a precinct that contributes to the city beyond event time through integrated public realm and daily activity. In the UK, Fulham's Riverside Stand redevelopment similarly points to the value of weaving hospitality, waterfront experience and public-facing amenity into a destination, so it functions as more than a single-purpose venue. The contexts differ, but the lesson is consistent: successful precincts are part of everyday urban life, not isolated infrastructure.

Earlier this year, we had the opening of One New Zealand Stadium at Te Kaha in Christchurch. A true multi-use facility in the heart of the CBD, it is designed to maximise year-round activation, from sporting fixtures to major concerts and everything

in between. Its economic success was seen almost immediately with NZ\$21 million generated for the local economy in its first 60 days.

These examples are becoming more relevant and relatable to cities like Brisbane and its surrounding areas where Populous is designing the Moreton Bay Indoor Sports Centre as the city plans for the 2032 Olympic and Paralympic Games. The Centre has the potential to host major sporting events, entertainment and community activations, while continuing to serve local clubs, schools and community groups well beyond 2032.

But these examples are just as applicable to Sydney, Melbourne, Perth and Adelaide, where city leaders are grappling with how to make precincts work harder across the whole day. The most successful projects will be those that are not simply destinations, but daily infrastructure for urban life.

Movement is the natural starting point. The dawn economy is built around how people pass through the city: on foot, by bike, with prams, with pets, between home, work, transit and leisure. Cities that want to support morning activity should begin by mapping those real flows and strengthening them. That means widening pinch points, creating parallel paths, improving surfaces, adding water refill points, shade, cover and bike amenities, and ensuring routes connect intuitively to stations, parklands, waterfronts and venue precincts.



The next opportunity lies at the edges of places. Some of the most valuable public life happens not in formal destinations, but in the thresholds between them: a forecourt that hosts a morning class, a terrace where people pause for coffee, a plaza beside a transit stop, a riverfront edge that works for walkers at dawn and diners later in the day. These spaces are where the dawn economy becomes visible - and where design can have an outsized effect across a sport and entertainment focused precinct.

Hospitality also plays a bigger role than is sometimes acknowledged. Early-opening cafés are not just operators; they are social infrastructure. Located at natural pause points along movement routes, they help turn circulation into community. A strong dawn offer can start with grab-and-go coffee and breakfast, then grow into longer stays, lunch trade and pre-event dining. In that sense, the morning economy is not a niche add-on. It can set the cadence for the entire day.

The British and Australian public and private differences

There is also a useful comparison to draw with the UK. British discussions of the "morning economy" have often focused on convenience, logistics and early deliveries - how cities serve people before the standard workday begins. In Australia, the opportunity is more outward facing. Here, people actively go out into the city to experience the morning. That makes the design challenge different. It is less about servicing private routines and more about shaping public ones.

Policy is beginning to catch up. Brisbane City Council's inclusion of a Dawn Economy plan in its latest budget is a notable signal that the concept is entering the mainstream.



Other councils should take note. The point is not necessarily to create a standalone dawn strategy in every city, nor to replicate one model everywhere. It is to recognise that morning activity deserves to be planned, measured and supported just as seriously as nightlife. Existing 24-hour economy frameworks may need to widen their lens. A dawn economy doesn't have to be at the expense of a late night economy, they can co-exist and flourish equally.

But for Australian cities, the dawn economy offers a practical and compelling proposition. It supports healthier lifestyles, strengthens social connection, broadens commercial opportunity and helps justify public investment through all-day value. Most importantly, it reflects the urban rhythm Australians already recognise.

The real opportunity now is to stop treating that rhythm as incidental. With the right design moves - movement-first planning, flexible edges, climate-responsive comfort, integrated hospitality and better sequencing across the day - sport and entertainment anchored precincts can turn early activity into lasting urban value.

Australia's next great urban opportunity may not begin after dark. Increasingly, it begins at first light.

—

Chris and Sophie work at Populous, a global design firm that has a singular focus to draw people together around the things they love. They design iconic spaces for the world's most renowned names in sport and entertainment. Their work includes Suncorp Stadium in Brisbane, Kai Tak Sports Park in Hong Kong and the recently opened One New Zealand Stadium at Te Kaha in Christchurch.





Kai Tak Sports Park. Courtesy Simon Kwan & Associates

In-conversation with

Jennifer Westacott AC

Chair, Bradfield Development Authority

As Chair of the Bradfield Development Authority, Australia's first new city in 100 years, tell us about the opportunity in the West for community and the economy in NSW and Australia-wide?

Bradfield City is one of the most significant economic development projects underway in Australia. Western Sydney is already one of the country's fastest-growing regions, and we're seeing the economic centre of gravity shift west. The opportunity is to harness that momentum and create a new economic engine for NSW and the nation.

Western Sydney International Airport is a once-in-a-generation asset. It gives us a 24-hour global gateway that connects Western Sydney directly to domestic and international markets and opens new opportunities for trade, investment and jobs. The most successful airport cities have shown what happens when you combine connectivity, industry and innovation. That's exactly what we're doing in Bradfield City. We're planning for the future economy and bringing together advanced industries, research, education, a high quality, sustainable environment, housing and jobs from the outset.

As growth increasingly shifts towards the Indo-Pacific, Bradfield City provides a platform for global businesses to access new markets, participate in regional supply chains and connect with one of the world's most dynamic economic regions.

Ultimately, Bradfield City is about creating opportunity. Opportunity for businesses to grow, for young people to build careers closer to home, and for Australia to strengthen its economic future.





First Building, Bradfield City Centre. Credit to Evan Maclean, The Crop

Some of our Members have been out to the AMRF, the first major building in Bradfield City. Why is that so significant?

The Advanced Manufacturing Readiness Facility (AMRF) is the foundation of the innovation ecosystem we are creating in Bradfield City.

Around the world, some of the most successful industrial economies have recognised that growth comes from bringing industry, researchers and government together to accelerate research translation into commercialisation. Germany's Fraunhofer Institutes, the United Kingdom's Advanced Manufacturing Research Centre and Taiwan's Industrial Technology Research Institute are excellent examples of this approach.

We looked closely at those international models and the lessons they offer when establishing the AMRF. The AMRF is Australia's first advanced

manufacturing development centre, helping businesses adopt advanced technologies, improve productivity and turn ideas into commercial outcomes. It gives manufacturers access to expertise and capabilities that many could not develop alone.

Those capabilities underpin industries that will shape the economy of the future, from aerospace and defence through to advanced semiconductors, artificial intelligence and quantum-enabled technologies.

Importantly, we chose to make the AMRF the first major building in Bradfield City because we wanted industry activity, innovation and collaboration at the centre of the city's development from day one. It demonstrates that Bradfield City is being built around economic opportunity and industrial capability, not simply real estate.



Jennifer Westacott AC discusses plans for Bradfield City with Howard Collins OBE, Coordinator-General, Transport for NSW, and the Hon Rose Jackson, Minister for Housing, Homelessness, Mental Health and Youth, during the Australian British Infrastructure Catalyst 2025.

In April, the NSW Government launched the Bradfield City “Built for what’s next” campaign. What is the Development Authority looking to do differently for business and the community?

One of the advantages of building a new city is that you have the chance to do things differently. The ‘Built for what’s next’ campaign reflects a simple idea: Bradfield City is being designed for the future, not the past.

For Australia’s first new city in more than 100 years, we have a rare opportunity to build a city with a 100-year future in mind. A city that is next in innovation, next in connectivity and next in liveability.

We’re creating a city where investment, jobs and community infrastructure grow alongside one another. That means planning for advanced industries, attainable quality housing, public spaces, transport, sustainability and education as part of a connected ecosystem.

We’re also working closely with industry, universities and government partners to ensure that what we’re building reflects future economic opportunities, not just current demand.

The goal is simple: create a city that attracts investment and talent while delivering a great place to live, work and learn.

The first flights are due for take-off from Western Sydney International Airport. How will this airport change the West?

Major airports don’t just move people, they reshape economies. Western Sydney International Airport connects Western Sydney directly to domestic and global markets and helps position the region as a gateway between Australia and the world.

With freight operations at WSI underway and passenger flights commencing in October, the airport is already reshaping how businesses connect to opportunity. For companies in advanced manufacturing, technology, logistics and the knowledge economy, direct access to domestic and global markets is a genuine competitive advantage.

As the global economy shifts increasingly towards the Indo-Pacific, Bradfield City is uniquely positioned to help Australian businesses participate in that growth. The combination of a 24-hour international airport, world-class digital and transport infrastructure, and a rapidly expanding talent pool creates an environment that is globally connected from the outset. For Bradfield City, the airport is much more than transport infrastructure. It is the catalyst that connects Western Sydney to international investment, trade, talent and innovation networks across the region and beyond.

How important are industry partnerships, and what benefits are there for industry setting up in Bradfield?

Industry partnerships are absolutely fundamental to Bradfield's success. Cities don't become economic powerhouses because governments build infrastructure alone. They succeed when businesses choose to invest, innovate and grow there.

In Bradfield City, we're creating a place where advanced manufacturers, technology companies, universities, researchers and global businesses can collaborate, innovate and grow together.

For industry, Bradfield offers something quite unique - proximity to a new international airport, access to one of Australia's largest skilled workforces, strong university and research connections, and a purpose-built environment designed around future industries.

Importantly, businesses locating in Bradfield City are not simply securing a site. They are joining an

emerging ecosystem connected to global supply chains and future growth opportunities across the Indo-Pacific region.

Equally, how important is investment, and are you looking overseas to, for example, UK and Canadian pension funds?

Investment is critical because transformational projects require patient, long-term capital and confidence in a long-term vision.

Bradfield City sits within one of Australia's fastest-growing regions, supported by major government investment, and some of the strongest economic fundamentals in the country. These are the characteristics sophisticated investors look for.

We are engaging with investors both domestically and internationally because Bradfield City offers more than a property or infrastructure opportunity. It is an opportunity to participate in the development of a globally connected economic hub.



First Building, Bradfield City Centre. Credit to Evan Maclean, The Crop



For British businesses and investors in particular, Australia offers a stable, trusted investment destination, with Bradfield City placing businesses at the centre of one of the world's fastest-growing regions and creating opportunities to scale into Indo-Pacific markets over the long term.

This is not simply an investment in a new city. It is an investment in the advanced industries that will define the future global economy.

You are also the Chancellor of Western Sydney University. How do you see WSU as an anchor for Bradfield as it develops?

Universities play a critical role in successful innovation economies around the world, and Western Sydney University will be an important partner in Bradfield City's future by creating a highly skilled workforce ready to take up the advanced industry jobs the city will deliver.

One of the great strengths of Western Sydney is its young, diverse and ambitious population. Ensuring people have pathways into education, skills and meaningful careers is fundamental to the region's continued success. Universities contribute far more than graduates. They bring research capability, industry collaboration, entrepreneurship and new ideas. They help translate knowledge into economic activity.

Bradfield City's vision has always involved strong connections between industry, education and innovation. Western Sydney University is already contributing to this vision, through an MOU with

the AMRF to translate research into practice, and through operating AMRF Connect, the scale up hub supporting the development of the industry ecosystem in Bradfield City.

You've had a hugely distinguished career across business, government and education. How has that experience helped you understand the role of Chair of the BDA?

One lesson I've learned is that the most significant opportunities are rarely delivered by any one sector acting alone. Bradfield City is a perfect example. It requires governments, industry, investors, universities and communities to work together around a shared vision.

Having worked on economic reform, infrastructure, education and industry policy over many years, I understand both the scale of the opportunity and the importance of execution. Ambition matters, but delivery matters more.

What excites me about Bradfield City is that it combines both. We have a once-in-a-generation opportunity to create a city designed for the future and unlock the enormous potential of Western Sydney.

As Chair, my role is to help ensure we maintain that long-term vision while continuing to deliver the practical outcomes that create confidence among communities, businesses and investors alike.



Manufacturing Benchmarks 2026: Scale as a competitive advantage

Scale is becoming an increasingly important competitive advantage in Australian manufacturing performance. While strong outcomes remain achievable across businesses of all sizes, FY26 results show manufacturers with greater scale are often better positioned to convert growth into profitability, reinvestment capacity and operational capability.

Grant Thornton Australia's latest Manufacturing Benchmarks report analyses the financial performance of 100 mid-sized Australian manufacturers, providing benchmarks across growth, profitability, productivity and capital allocation to help businesses understand how performance is evolving across the sector.

Key themes from the report include:

- **Scale is increasingly influencing performance outcomes**
Manufacturers with revenue above \$150m achieved average growth of 5.6% in FY26, compared with a 7.8% decline among those below \$75m, highlighting a widening performance gap across the sector. While performance varies across all size cohorts, the results highlight how scale can support greater capacity to invest, manage cost pressures and build capability.
- **Profitability has improved despite moderating growth**
Industry EBITDA margins recovered to 10.6% despite more moderate revenue growth, highlighting the role of operational discipline, cost management and productivity improvements in supporting earnings performance. Industry sales growth moderated to 4.1%, reinforcing the importance of converting growth into sustainable profitability.
- **Working capital management remains a key focus**
Employee costs increased to 23.6% of revenue, while debtor days increased to 54.3 days and inventory turnover decreased to 3.9. These movements highlight the importance of working capital discipline and cash conversion in maintaining operating flexibility and supporting investment capacity.
- **Sub-sector performance reflects different drivers of success**
 - **Transport & Automotive Manufacturing** delivered the strongest revenue growth at 7.8%, supported by defence activity, fleet renewal and early investment in EV components and related supply chains.
 - **Agribusiness, Food & Beverage** delivered the strongest EBITDA margins at 15.6%, reflecting operating leverage, established scale efficiencies and disciplined cost management.
 - **Chemicals, Pharmaceuticals & Advanced Materials** maintained gross margins above 40%, supported by structurally stronger pricing dynamics and higher-value products.
 - **Industrial Machinery, Equipment & Building Products** maintained resilient margins despite slower growth, highlighting the value of specification-driven products and customer relationships.
 - **Consumer & Household Goods** delivered softer growth at 1.6% but maintained above-average EBITDA and gross margins through disciplined cost management and brand strength.
- **Scale creates capacity to invest, but execution remains the differentiator**
The strongest-performing manufacturers demonstrate an ability to convert growth into earnings while continuing to invest in productivity and capability. While scale can create greater capacity to invest, the findings reinforce that disciplined execution, targeted investment and operational focus remain critical across all business sizes.



Access the report

Access the full Manufacturing Benchmarks 2026 Report to assess your performance against industry peers and better understand the factors influencing Australian manufacturing performance in FY26.

If you would like to discuss what these findings mean for your business, Grant Thornton Australia's manufacturing specialists can help interpret the results and identify opportunities to strengthen performance.



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The Occupier's Advantage

How Brisbane's Infrastructure Boom is Redefining Business Location Strategy



As Queensland embarks on a \$117 billion capital works programme ahead of the Brisbane 2032 Olympic and Paralympic Games, the public conversation has understandably focused on cranes, concrete, and construction timelines. For corporate occupiers and business leaders, however, this massive investment represents something far more strategic than new stadiums. It signals a complete shift in the factors that dictate location strategy, talent attraction, and operational resilience.

For years, commercial real estate strategy was relatively straightforward: secure a premium CBD address to signal market presence and attract staff. Today, the sheer scale of Brisbane's infrastructure pipeline is rewriting those rules. For businesses, the focus must shift from simply leasing space to leveraging this city-wide transformation as a competitive business tool.

The New Geography of Business

The traditional boundaries of Brisbane's CBD are dissolving. Unprecedented investments in transport infrastructure, most notably the Cross River Rail and the Brisbane Metro, are physically and perceptually shrinking the city. From a

tenant advisory perspective, the real challenge is translating this massive infrastructure rollout into practical, occupier-led real estate decisions.

In Colliers' research, one of the most compelling concepts is the emergence of a "walkable spine network" connecting our inner-city precincts. This network represents a reprioritisation of movement based on a "people first" approach, effectively bridging previously fragmented commercial areas. The immediate result of this enhanced connectivity is that businesses are no longer confined to the traditional CBD core to ensure seamless accessibility for their workforce and clients.

Areas forming the "golden rings" around major Olympic infrastructure, such as Fortitude Valley, Bowen Hills, Herston, and Spring Hill, are experiencing rapid revitalisation. The Exhibition Station upgrade, for instance, will dramatically improve access to the RNA Showgrounds and Fortitude Valley, turning them into highly viable, high-quality commercial alternatives. For occupiers, the new prime location criteria is no longer about a prestigious central street address; it is about being smoothly integrated onto this expanding transport network.

Precincts, People, and the War for Talent

Infrastructure is not merely about moving people from point A to point B; it is about creating destinations where employees actively want to spend their time. In an era where the war for talent remains one of the most pressing challenges for corporate leaders, your office location is a critical tool in your human capital strategy.

The modern workforce expects more than a desk and a monitor. They are seeking vibrant, mixed-use precincts that blend lifestyle, retail, and green spaces. The developments planned around the Victoria Park and RNA Showgrounds venues are prime examples of this shift, as they are being master-planned to provide the amenity-rich environments that top-tier talent demands.

When a business chooses to locate within these revitalised hubs, they are making a strategic investment in employee experience. A well-connected, amenity-heavy precinct reduces commute friction, supports work-life integration, and ultimately gives employers a distinctive edge in attracting and retaining the best people. The office is no longer just a lease obligation, it is an active participant in company culture.

Securing the Legacy: The Advisory View

While 2032 is the catalyst, the true value for occupiers lies in the enduring legacy of these projects. A more connected city means access to a wider, more mobile talent pool, whilst supporting a more resilient and efficient local supply chain.

However, navigating this transformation successfully requires understanding the immediate transactional realities of a market under pressure. Historically, the market response to major venue announcements is swift. Following the Woolloongabba stadium announcement, local office vacancy rates plummeted by 5.8 per cent while prime rents surged by 21% within three years. This effect is likely to be amplified by South East Queensland's strong population growth, which continues to drive business expansion, workforce growth and demand for commercial accommodation.

With Queensland's capital works programme set to peak at \$75 billion in 2027 to 2028, a projected construction labour shortfall of 35,000 workers is already introducing significant delivery and timing risks for new commercial builds.

To mitigate these risks, occupiers must look to alternative procurement strategies.

*"The cost of delay in a tightening market is always higher than businesses anticipate," warns **Martin Blaszczyk, National Director of Tenant Advisory QLD at Colliers.***

"With Queensland's capital works program set to peak by 2027, the window for private occupiers to secure premium space is rapidly closing. We are actively advising corporate tenants to look beyond new builds and target high-quality repositioned secondary assets or adaptive reuse projects.

Our research indicates that these strategies can deliver base cost savings of up to 25 per cent compared to new construction, while bypassing the construction bottlenecks facing the city. Early movers who align their leasing pipelines with the city's infrastructure rollout today will secure the most strategic locations on favourable commercial terms."

How to Take Advantage

To successfully navigate this rapidly changing landscape, corporate occupiers must take a highly proactive approach to their property portfolios:

- **Commence Planning Early:** Businesses should begin reviewing their commercial accommodation strategies at least 18 to 24 months prior to lease expiry to account for tightening vacancy.
- **Run "Stay-versus-Go" Assessments:** Leverage the emerging transport network to evaluate whether a lease renewal or a relocation to a revitalised precinct better serves your long-term talent and operational objectives.
- **Mitigate Transactional Risk:** Engage specialist occupier representation to navigate the tightening market, uncover off-market opportunities, and negotiate robust lease terms that provide long-term commercial flexibility.



Built and AIS team up to drive innovation beyond construction and sport

Courtesy of Bodd Technologies

Innovation often happens when industries step outside their own lanes.

With the Commonwealth Games in Glasgow now behind us, it's worth reflecting on how much high performance depends on what happens off the track. Success in sport is never built in isolation, and the systems behind it matter as much as the moments that make the headlines.

That's the thinking behind the partnership between Australian-owned contractor Built and the Australian Institute of Sport (AIS) through The Park, the Australian Sports Commission's (ASC) innovation hub designed to connect emerging technologies with the real-world needs of Australian sport.

While construction and high-performance sport may appear worlds apart, both industries are facing similar challenges. How do you improve performance? How do you use data more effectively? How do you balance standardised systems with individual needs?

For Built's Chief Digital and Information Officer, Kurt Brissett, the connection is clear.

"Whether you're delivering a major infrastructure project or preparing an athlete for competition, success comes down to making better decisions with better information.

Both industries are increasingly powered by data, digital modelling and technology, but ultimately, it's about performing at the highest level."

The partnership gives Built an opportunity to share its expertise in digital and data-led construction while gaining insights from one of Australia's most sophisticated high-performance environments.

One of the strongest common points of interest is digital twin technology.

In construction, digital twins help teams visualise projects before work begins, improving planning, coordination and risk management. Built uses digital engineering, AI and advanced modelling to improve certainty, reduce rework and increase productivity across complex projects in sectors such as data centres, defence and health.

Sport is now exploring similar approaches. Through The Park, SMEs at the forefront of their field are examining how technologies such as body scanning, wearable devices and AI can create digital representations of athletes, helping improve equipment design, personalise training and better understand performance.

Paul Collins PhD, Innovation Officer at the ASC, sees significant potential in the crossover.

"Digital twins have transformed how industries understand and manage complexity. What we're seeing now is that the same capability can be applied to sport. Whether it's an athlete, a facility or a major project, the goal is the same: creating better insights to improve performance, increase productivity and enhance decision making."

One example is digital scanning and computer aided engineering technologies, which can create highly accurate digital representations of athletes. Beyond performance benefits, these tools have the potential to improve accessibility and dignity for Para athletes by reducing the need for more invasive or time-intensive assessment processes.

For both organisations, however, the real opportunity extends beyond the technology itself.

As Brissett explains: "Construction is shifting from large-scale bespoke delivery towards smarter, more repeatable systems. But even with more standardisation, every project still has unique requirements. Sport faces a similar challenge. How do you establish a baseline using data while still tailoring to the individual? I think that's where some of the most interesting opportunities for learning are."

The Park's six-month innovation program is designed to encourage exactly these

conversations, bringing together organisations with different expertise to co-design solutions rather than develop them in isolation.

For Collins, this diversity of thinking is one of the hub's greatest strengths. "Some of the best innovations come from people who don't work in the same sector. We deliberately bring together organisations with different experiences because they ask different questions. Having Built involved introduces a new perspective from an industry that deals with complexity, productivity and large-scale collaboration every day."

The partnership comes at an important time where both sport and construction face growing pressure to improve productivity, embrace emerging technologies and deliver better outcomes with fewer resources.

Brissett believes success will come from organisations that are willing to look beyond traditional frameworks. "The future won't be built by a single technology or a single industry. It will be shaped by organisations that are willing to learn from each other. That's what excites us about this partnership. The opportunity isn't just to contribute what we know. It's to discover what we don't know yet."

Collins agrees: "Australia has always punched above its weight in sport. To keep doing that, we need to connect industry, technology and high-performance sport in new ways. Partnerships like this help us create the environments where the next breakthrough can happen."

As The Park continues to connect innovators with Australian sport, the partnership highlights a simple truth: better performance starts with better ideas, and some of the best ideas emerge when different industries come together.



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