



QUEENSLAND
FUTURES INSTITUTE



QUEENSLAND FINANCE SUMMIT

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QUEENSLAND FINANCE SUMMIT

PANELISTS:



DAVID ANDERSON

Chief Executive Officer
Australian Retirement Trust



KATE FARRAR

Chief Executive Officer
Brighter Super



STEVE LAIDLAW

Chief Executive Officer
People First Bank



BRIDGET MESSER

Chief Risk Officer
Suncorp



KYLIE RAMPA

Chief Executive Officer
QIC



BRUCE RUSH

Chief Executive Officer
Suncorp Bank and Managing
Director Queensland, ANZ



**MODERATOR
SCOTT FERGUSSON**

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GOLD



SILVER

Snapshot

The 2025 Queensland Finance Summit focussed on the opportunities and risks shaping the state's economic future, highlighting the potential growth and investment trends for super funds, banks, insurers and fund managers. Queensland's diverse economy provides many unique opportunities for investment, but this will require careful management of key risks around natural catastrophes, AI and cybersecurity.

The panel also highlighted the need for stronger collaboration with universities, proactive investment in digital innovation and shared responsibility between government and the private sector to drive inclusive, sustainable productivity and economic growth across Queensland.

Summary of Panel Comments

- Queensland's economy is forecast to grow by a third in the next decade. Major institutions like ANZ, Suncorp, ART, QIC and Brighter Super are scaling investment to capture opportunities in infrastructure, renewables, housing, and technology hubs across the state.
- We should also leverage the diversity of Queensland's economy - across agriculture, energy and finance - as this is a unique strength. Additionally, these areas create a unique opportunity to lead in sustainable finance, with new markets emerging in carbon credits, biodiversity and reef offsets.
- Australia's stable governance and transparent markets are also a key driver attracting international capital, particularly to Queensland's energy transition and infrastructure pipeline.
- The 2032 Olympics is another driver for long-term investment, particularly in transport and housing.
- A key risk is the increasing cost and frequency of natural disasters in Queensland. This will require investment in, and incentives for macro and micro resilience infrastructure and solutions, as well as better planning laws.
- There is increasing appetite to invest in Queensland, but there are opportunities for government to support this, and attract capital by de-risking early-stage infrastructure and energy projects to attract super fund capital.
- The adoption of AI is a major development, which has the potential to boost efficiency and improve customer experience. However, AI also increases cybersecurity risks, which will require using AI-based tools to "fight fire with fire".
- Productivity is another key theme which Queensland is well positioned to leverage. Driving productivity will require investment in AI and human capital, deregulation and university collaboration to ensure Queensland keeps talent and builds relevant skills.
- Queensland exports more graduates than it retains. A new graduate program coordinated by the Queensland Finance Council aims to rotate graduates through major financial institutions to build local careers.
- Industry - not just government - must lead on identifying future skill needs, particularly in AI, quantum and cybersecurity. Declining numeracy rates and outdated career aspirations are major challenges which must be addressed to enable this.

Panel Comments



Bruce Rush

- Queensland is experiencing an exciting period of growth, with forecasts indicating our economy will expand by a third over the next decade.
- Brisbane has well and truly transformed from when it was perceived as a large country town, and is now a dynamic, growing city, exemplifying broader statewide development opportunities across Queensland.
- My dual role as CEO of Suncorp Bank and Managing Director of ANZ Queensland follows ANZ's \$5 billion acquisition of Suncorp Bank, which formed the state's second-largest bank, serving approximately 1.8 million customers.
- ANZ is deeply committed to Queensland's growth, pledging over \$10 billion in lending to SMEs over the next three years and \$25 billion into sustainable finance over ten years, as well as investing in a technology hub in Brisbane and establishing partnerships with local universities.



Bridget Messer

- Insurance is critical to Australia's and Queensland's prosperity. Suncorp alone insures \$1.7 trillion worth of Australian homes, vehicles and businesses.
- Without a robust insurance industry, banks struggle to lend, businesses stall and investment declines.
- Queensland has significant strengths and has many opportunities ahead, driven by our critical mass, intellectual capability and abundant resources.
- However, we also face notable challenges. One critical issue is managing natural disasters - which are increasing in frequency and scale - and ensuring insurance remains relevant and supportive for our communities.
- Effective risk management is key to solving these challenges. This will require investing in large-scale resilience infrastructure, incentivising homeowners' resilience measures, revisiting flawed planning laws and tackling insurance-related tax reform.



David Anderson

- Australian Retirement Trust (ART) has 2.4 million members, with roughly 1.6 million based in Queensland.
- Major Queensland investments include the Port of Brisbane, Brisbane Airport, Robina Town Centre, local listed entities and significant infrastructure assets within tourism and other sectors.
- ART manages around \$340 billion in assets, making it Australia's second-largest super fund and the world's 21st largest pension fund.
- We see tremendous opportunities for increased private sector capital investment in Queensland and Brisbane, and we look forward to actively partnering with organisations like QIC.



Kylie Rampa

- QIC was established 34 years ago by the Queensland state government to manage the state's endowment fund.
- Our business has significantly expanded; we now serve 110 clients - including two key clients present today - and operate as a major Australian and international funds management platform.

Panel Comments

- We leverage global investment capabilities to benefit Queensland, notably as master developer of Cross River Rail Precincts, and through significant roles in energy projects like Queensland Hydro and CopperString.
- Additionally, we have around \$12 billion invested in renewable energy, and over 30 years' experience in real estate, infrastructure, private equity, natural capital, liquid markets and private debt.
- Recently, we advised on financial structuring for Psi Quantum, which is expected to significantly boost innovation and attract global talent to Queensland.



Steve Laidlaw

- People First Bank was formed from the merger between Heritage Bank in Queensland and People's Choice Credit Union and is now Australia's largest customer-owned bank, with assets around \$25 billion, 800,000 customers and 2,100 employees.
- Maintaining strong regional employment is critical for us. Historically, many young people left regional areas for career opportunities in Sydney and Melbourne, but we aim to keep them local - being headquartered in dual offices across Toowoomba and Adelaide.
- We're investing significantly in Toowoomba, including by constructing the region's first A-grade office building for 400 employees, looking to deepen partnerships with USQ and actively supporting regional employment and growth.
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- With Toowoomba set to host Olympic equestrian events, there's a compelling case for increased infrastructure investment - particularly in regional transport.



Kate Farrar

- Brighter Super was formed from merging LGIA Super, Energy Super and the acquisition of Suncorp Super - an industry-first acquisition of a retail fund by an industry fund.
- We now manage around \$35 billion in assets with over 280,000 members, with 85% of our funds owned by Queenslanders.
- Established under the Local Government Act 60 years ago, we're committed to personalised service, competitive fees and strong returns, now ranking as Queensland's fourth-largest non-government financial institution.
- The opportunities for Queensland's financial services sector are vast. This is reflected through significant interest from international and local financial firms such as State Street, Tech Mahindra and Challenger who have expanded their presence here, highlighting global recognition of Queensland's growth potential.
- Brighter Super announced a \$500 million Queensland asset investment strategy at the last QFI Finance Summit, in addition to \$1 billion already invested. We expect half will be deployed by the year's end.
- The final opportunity for the sector is collaboration, which further enhances the growth opportunities in Brisbane and Queensland already discussed.

Panel Questions

How are recent shifts in U.S. policy and global uncertainty – as recently highlighted by the RBA - influencing how your business is approaching opportunities and challenges in the years ahead?



Kylie Rampa

- We're currently experiencing very volatile market conditions, which presents both opportunities and challenges, but also has the potential to enable good investments.
- Recent disruptions have heightened investor focus on geopolitical factors such as trust, sovereignty and stability, which has driven greater international investment interest in Australia.
- Australia's market is attractive globally due to its depth, transparency, trustworthy governance and stable politics.
- The increase in international investor allocations to Australia is positive news, particularly for Queensland, given the alignment of major infrastructure projects with global investment themes and preferences.
- A key challenge which we're currently monitoring is the potential long-term impacts of the US debt situation and a weakening US dollar, considering their possible implications for global financial market structures.



Steve Laidlaw

- Human nature helps us adapt to risks; even if they aren't diminished, we become accustomed to them.
- I see limited opportunities right now, though there's potential in broadening trade and military relationships, as we've begun seeing with recent EU interactions.
- Volatility benefits day traders, but prolonged uncertainty negatively impacts broader business confidence.
- Recently, wholesale funding markets closed for about a week - a rare event highlighting the level of financial stress and geopolitical tension globally.
- At the recent European Association of Cooperative Banks Conference, there was some nervousness, particularly around the U.S. potentially withdrawing support for Ukraine, possibly emboldening actions by other regional powers, such as China towards Taiwan.
- The China-Taiwan situation presents a significant geopolitical risk for Australia and the region.
- Despite these concerns, Australia remains a comparatively safe haven regarding capital inflow and security, making us cautiously optimistic about our position.
- We're closely monitoring market developments, noting even the RBA's recent consideration of a significant 50 basis point rate cut, indicative of global regulatory nervousness around current economic conditions.



David Anderson

- The only certainty in business and capital markets is that the next disruption is always coming. It's critical that we learn from each disruption to better prepare for the next.
- At ART, we see uncertainty as opportunity - our immediate reflex is to identify the opportunity set and pursue it through asset allocation.
- Since we manage long-term retirement savings, we focus on long-term fundamentals and look through economic and political cycles.
- Our goal is to capitalise on emerging opportunities and make them count for our members.

Panel Questions

What do you think could be done to make infrastructure or public sector projects more attractive to private investors, particularly in a way that benefits the state?



Kate Farrar

- I believe there are fantastic investment opportunities in Queensland's private markets, especially in infrastructure linked to the ongoing energy transition and the upcoming 2032 Olympics.
- Brighter Super's Queensland asset strategy specifically targets infrastructure investments because significant capital is required to leverage these major opportunities.
- The Queensland Government's openness to private capital investment is encouraging and essential.
- The state government can play a critical role by ensuring social license for infrastructure projects. The Deputy Premier's recent announcement of state-level impact assessments for regional renewable projects is a positive step toward involving communities effectively.
- Queensland reportedly ranks third globally as an optimal location for renewable energy investments, presenting immense potential if the sector develops sustainably.
- Governments can further facilitate private investment by de-risking early-stage infrastructure projects, allowing super funds and long-term investors to enter at lower-risk stages with clearer returns.
- Recently, we've had productive discussions with local governments, recognising how proactively each region is addressing opportunities around population growth and infrastructure planning for the 2032 Olympics.

How can the finance sector best support the development of infrastructure and other key assets for the Olympics, and ensure that investment delivers lasting benefits for Queensland beyond 2032?



David Anderson

- We see incredible opportunities to contribute as infrastructure and essential service planning becomes more defined.
- Our focus is more on broader infrastructure, such as housing and transport.
- The key consideration for these areas is that housing is built in the right places - specifically, in areas that don't flood.

Panel Questions

Given Queensland's exposure to natural catastrophes, how should insurers approach the balance of risk and opportunity to support growing investment in the state - particularly as asset values increase and the insurance market scales toward \$2 trillion?



Bridget Messer

- Queensland holds the unfortunate title as Australia's most disaster-prone state, with increasing severity and frequency of natural hazards expected due to climate change.
- To highlight this risk, over the past 5.5 years, Suncorp alone has handled 750,000 natural hazard claims costing around \$9 billion, with our reinsurance costs rising by another billion dollars during the same period.
- Resilience is essential. It will be critical to invest in macro solutions like large-scale infrastructure (e.g., flood levees) and micro solutions that help Queenslanders build safer, more resilient homes.
- Effective resilience involves technology innovation, better incentive structures in the tax system and improved planning laws. These are large-scale challenges which will require collaboration with government to address.
- Insurers must do better at signalling good risks - not just penalising bad risks. By leveraging extensive data and personalised product capabilities, we can reward individuals who adopt resilient practices.
- We need to consistently deliver on our promises to customers. This will require not just focusing on the 98% of the time where this is done right but improving performance in the 2% of cases where it went wrong, as highlighted by recent major events such as Covid, consecutive La Niñas, and the 2022 east coast flooding.
- To achieve this, Suncorp has significantly invested in digitisation, automation and AI to enhance customer experience and operational efficiency, ensuring reliable delivery on our promises.
- Additionally, disaster management should become a core Queensland competency; we've developed a leading disaster management capability in our Brisbane Disaster Management Centre through deep investment in technology, data and collaboration with emergency services and policymakers.
- By converting risks into strengths, Queensland can become an Australian and global leader in sustainable disaster management practices.

How does the investment sector help the insurance sector, help the investment sector?



Kylie Rampa

- For every asset we consider, resilience is a major focus during due diligence.
- This approach necessitates close collaboration with the insurance sector, as we're deliberate about where we deploy capital.

Panel Questions

How can productivity play a role in supporting the state's growth?



Kylie Rampa

- Productivity is critical for Queensland and Australia and is one of the strongest drivers of economic growth and improved living standards.
- We've seen productivity growth decline over the decades: from 2.2% in the 1990s to 1.1% in the 2010s, and it's now a central focus for the federal Treasurer.
- But this isn't just the government's problem - it's a whole-of-economy challenge that will require collective effort to solve.
- There are three main levers for productivity improvement:
 1. Technological advancement - especially AI and digital capabilities. For comparison, unlike the ASX, where top companies include banks and miners, the S&P 500 is dominated by tech giants. We have a massive opportunity to apply tech across businesses of all sizes to boost customer satisfaction, efficiency and ROI.
 2. Human capital development - Queensland's entrepreneurial culture is a huge asset, with 97% of businesses being small or family-run. Population growth is another driver. But we need to ensure education aligns with the skills and technical capabilities needed in the future.
 3. Capital investment - there are great opportunities, especially through the 2032 Olympics and public-private partnerships in infrastructure and housing.
- Ultimately, we must stop relying solely on government and take shared responsibility for driving productivity gains.



Bridget Messer

- I strongly agree that productivity is everyone's responsibility.
- One lever we have is becoming more risk-based and proportionate - in regulation, internal processes and in how we make investment decisions.
- We should focus our energy on high-risk areas and streamline lower risk matters to enable faster action. It's also critical to consider the risk of not doing anything at all.
- In uncertain times, the instinct is to retreat and reinforce risk barriers, but many of those barriers already aren't proportionate to actual risk.
- At Suncorp, we're moving toward a multi-speed, risk-based approach - prioritising high-impact areas and letting lower-risk processes flow more quickly through automation and system support.



Kate Farrar

- We are lucky to have productivity actively on the agenda both federally and at the state level. For example, the presence of the Productivity Commission here is a great asset.
- One important point not yet discussed is the focus on deregulation and cutting red tape.
- The state government has established a task force in the local government area specifically aimed at reducing regulatory burden.
- It's fantastic to see government asking what they can do - and it reminds us that we, in the private sector, must also ask what we can do to drive productivity.

Panel Questions



Bruce Rush

- Talent is central to productivity, and Queensland has a strong reputation for nurturing young talent through its universities and education system.
- However, Queensland produces 1 in 5 of Australia's tech graduates but only offers 1 in 7 tech jobs - so we're exporting highly skilled talent.
- That mismatch is likely true across other skilled professions like law, finance and business.
- There are three key opportunities for Queensland to address this:
 1. Collaboration with universities will be needed to define future job pathways and ensure graduates have clear career opportunities from day one. ANZ is investing \$5 million in Queensland university partnerships to support this.
 2. Targeted skills development, focused on building capabilities in strategic areas like cloud computing, cybersecurity, AI, sustainable finance, legal and business services.
 3. Better promotion of the state's capabilities, particularly of Queensland's financial services sector.
- QFI and the wider industry have a big opportunity to amplify and leverage Queensland's existing talent and economic strength.

Is Queensland different to what it was when you were younger?



Kylie Rampa

- The finance industry in Queensland has transformed dramatically in recent years.
- Institutions like QIC are rare and represent a major talent magnet; the creation of ART and Brighter Super further exemplifies Queensland's financial strength.
- The ANZ acquisition of Suncorp Bank and the broader growth of head office roles here also reflects a shift - Queensland is no longer selling lifestyle alone, but genuine strategic and global advantages.
- Our universities are producing outstanding graduates, and that access to high-quality talent is critical to building deep capabilities aligned with Queensland's economic strengths.
- We've moved beyond attracting people just for lifestyle - now we must meet market expectations on pay and provide compelling career development and growth opportunities.
- Attracting and retaining top talent means offering competitive remuneration and clearly demonstrating the value of building a career in Queensland.

Panel Questions

How can we create opportunities for young professionals which attract and retain talent in Queensland?



Kate Farrar

- QFI's graduate program, led by Kylie through the Queensland Finance Council, is to directly address the challenge of talent retention in Queensland.
- Early research from the Council highlighted that while financial services opportunities are strong here, retaining talent - especially straight out of university - is a major hurdle.
- Queensland is the second-largest exporter of education after Victoria. So, it makes sense to bring this sector together with financial services.
- QFI's first initiative was the executive program to build public-private sector understanding - crucial for state and economic growth.
- We're now building a QFI graduate program, with Karina leading its development, focused on rotating graduates across major financial institutions represented on this panel.
- This program will provide a world-class foundation for financial services careers, allowing graduates to stay in Brisbane - close to their families and communities - and contribute meaningfully to Queensland's economy long-term.

As industry leaders, where are you currently on your generative AI journey, and what is top of mind for you when thinking about how it will impact your business over the next year?



Bruce Rush

- I recently visited San Francisco and saw how technology like self-driving cars and taxis are already transforming daily life.
- Considering this adoption and potential, every financial services organisation should be investing in artificial intelligence.
- Of course, there must be guidelines and clear limitations on how this technology is used.
- One immediate area of opportunity is using AI to automate laborious tasks - like reviewing long documents and pinpointing specific paragraphs or sentences.
- Applying AI to repetitive, time-consuming work can help to boost efficiency and free up human capacity.



Steve Laidlaw

- AI is essential. In banking, over 99% of our interactions are now digital.
- We're investing \$250 million into our tech program and partnering with tier-one providers like Salesforce, FiServ, and Backbase, who are each investing billions in AI.
- As a smaller institution, we need to leverage these partnerships to stay competitive.
- AI isn't just about productivity gains - it's also a major driver of customer experience and improved Net Promoter Scores (NPS).
- Another opportunity is agentic AI, where AI acts like a personal agent - for example, like a travel planner which handles everything from flights to accommodation to pricing.
- If you apply this concept to banking - like buying a home - AI could make the process seamless and intuitive.
- If you're not actively investing in and integrating AI, you're facing a serious strategic risk.

Panel Questions

Is sustainable finance everything that you hope it will be?



Kate Farrar

- I see tremendous opportunity for Queensland in sustainable finance moving forward.
- A QFI Finance Council report identified sustainable finance as the number one opportunity to develop a world-class financial services sector in Queensland.
- This is largely due to Queensland's unique strength at the intersection of agriculture and financial services - few regions can combine these sectors as effectively.
- Brighter Super is close to announcing a new investment in an agriculture business as part of our additional \$500 million Queensland investment commitment.
- Over the past six months, I've seen first-hand the impressive skills and commercial opportunities here to build a genuine ecosystem around sustainable finance.
- In agriculture alone, there are revenue streams from carbon credits, biodiversity offsets and reef offsets.
- QTC is the largest semi-government issuer of green bonds in Australia, with about \$7 billion outstanding.
- On the energy front, Queensland is a major player in renewables. Australia ranks seventh globally for renewable opportunity, but a developer recently ranked Queensland third.
- Since 2015, \$11 billion has already been invested in renewable energy in Queensland, with \$61 billion more in the pipeline.
- This is a substantial, well-structured, return-generating opportunity in continued investment in sustainable finance. If we grow our sustainability and natural capital skills, we can truly mature the market alongside it.

What's holding us back from faster progress in this space?



David Anderson

- From an Australian Retirement Trust perspective, we're absolute experts at evaluating and responding to investment opportunities, but not necessarily strong deal originators.
- Strong partnerships and early engagement from origination are critical.
- Additionally, clearly understanding the frameworks and outcomes required for us to deploy capital is crucial.
- This allows us to take advantage of the opportunities enabled by better identification of investment prospects and closer collaboration to ensure the right conditions are in place to attract capital.

Panel Questions



Kylie Rampa

- Many of these sectors - such as natural capital and biodiversity - are still relatively new for institutional capital in Australia.
- While they're well-established in offshore markets, they often fall between categories like real estate and infrastructure here, making them harder to define and finance.
- As an industry, we're on a journey to better understand and support these types of investments, which are a huge opportunity for Queensland as these sectors align directly with our economy and are globally significant.
- Additionally, the agricultural sector benefits from strong drivers such as growing demand for food and land security.
- Australia can't meet its net zero targets without Queensland's biodiversity credits - someone has to generate those carbon credits, and Queensland has the natural assets to do it.
- This is a uniquely Queensland opportunity, with national and global importance.



Steve Laidlaw

- Mutual banks have a strong history of investing in communities and acting responsibly on environmental and social fronts.
- For us, this is a key point of differentiation. Our target market is made up of customers and corporates who care about doing business with organisations that have a strong social conscience.
- We estimate around 22% of the market - especially younger Australians - actively prefer to engage with values-aligned institutions.
- That presents a huge opportunity for Queensland, particularly as this younger demographic grows.
- While there's some pushback - especially in the U.S., against what some call "woke" policies - I believe this is just common sense.
- For example, Tesla is a good example of a brand which was once seen as progressive brand, but has lost alignment with certain values and subsequently damaged its appeal.
- In banking, when institutions step away from net zero goals, especially due to political shifts like the potential return of Trump, it sends a message - and not always a good one.
- We'll stay true to our roots, and I believe the other organisations on this panel will too. This is a huge opportunity for Queensland.



David Anderson

- I completely agree - you can't step back from your values or from doing the right thing. If you do, you deserve to be remembered for it - and that's not the legacy we want.
- We've spent a lot of time in the U.S. over the past year, engaging at both federal and state/local levels.
- Most of the viable investment opportunities for institutions like ours are found at the state and local levels - not the federal level.
- We've found the policy settings at those levels to be far more stable and consistent with what they've been over the past 30-40 years.
- As such, by focusing on the detail, and not being distracted by high-level ideological debates, we've gained greater clarity and confidence in the U.S. market. That's what gives us the conviction to continue committing capital there.

Audience Questions

It's not always easy for an Australian company to scale globally while maintaining a strong local presence. Could you share more about your global strategy, how Queensland-based firms can contribute to broader economic growth, and the key challenges you're encountering - whether around market access or regulatory headwinds from federal or state government?



Kylie Rampa

- In a vast global market, being highly targeted and understanding your competitive advantage is essential.
- At QIC, we initially expanded offshore in infrastructure because Australia was already leading globally in that space - thanks to early adopters like Macquarie and strong domestic super funds.
- This allowed us to export our expertise and onboard international clients. For example, we now manage European private equity investments for a Danish client.
- We only expand where we can compete effectively, offer something unique and put boots on the ground with a clear focus.
- However, our primary focus remains on attracting domestic and foreign capital into Australia.
- Entering early into energy transition investments offshore has strengthened our capabilities and informed our approach to Australian opportunities.
- Our investment strategy always aims to either scale our capability through knowledge and relationships, or deliver something uniquely valuable to the market.
- From a government perspective, our view is that it's up to us to support government, not the other way around.
- As QIC advises the Queensland government, their role as a strategic, stable stakeholder enables us to invest in future capabilities and projects that ultimately benefit them too.
- Global investors appreciate the stability and governance of our structure - they view QIC as a market participant, not a government agent, which boosts confidence.
- Opportunities like Psi Quantum are rare and demonstrate the unique capability-building potential that government partnerships help make possible.

Everyone's spoken about the positive opportunities of rapid AI adoption. But from both a banking and superannuation perspective, how are you helping clients protect themselves against rising AI-related risks such as fraud and cyberattacks? What do you see as the key downsides or vulnerabilities emerging from this technology shift?



Bruce Rush

- From a fraud and scam perspective, the number one rule is simple: if you receive an unexpected email or text - don't click the link.
- Our best defence is continuous communication of this key common-sense tenet - by sharing case studies with customers, training frontline staff and staying alert to scam tactics.
- AI may amplify these risks, but awareness, common sense and open conversation across society are the strongest protections we have.

Audience Questions



Bridget Messer

- The key to controlling AI risk is to use AI itself.
- We're currently reviewing our control environment for deploying AI at scale and have found that the best way to detect fraud is with other AI models trained for that purpose.
- However, there is a risk that Australia could end up just as a taker, not a maker, in the AI value chain.
- We need to identify areas where we can leverage our intellectual strengths, resource expertise or infrastructure capabilities to become creators in the value chain.
- For example, in general insurance, AI offers huge potential because we're fortunate to have vast amounts of data - an environment where this technology works well.



Steve Laidlaw

- You have to fight fire with fire when it comes to AI and cybersecurity.
- The tools we now have - like behavioural biometrics based on keystrokes, tone of voice and the ability to analyse massive datasets - are incredibly powerful for detecting patterns humans can't.
- It will always be a game of cat and mouse, but the goal is to make yourself a much harder target than others.
- Right now, the banking sector is likely at the forefront of making itself a difficult target, and that's where we all need to be.

How actively is the finance sector involved with the universities in ensuring we are prepared for Quantum and AI?



David Anderson

- It is the role of finance industry leaders to be much clearer with universities about which capabilities, competencies and skills are genuinely valuable, and at what scale.
- The view that "it's on us" should be used to drive decision-making and thinking across any area.
- We need to take a view and communicate where the real capability gaps are and what will have the biggest impact on growth and productivity.



Bruce Rush

- The sector's thinking needs to be targeted - especially in Queensland and probably across Australia more broadly.
- We don't have the scale to be great at everything, so we need to focus on the areas where we can excel. Once we identify those focus areas, we should double down on them and collaborate closely with universities to build the right capabilities.

Audience Questions



Kate Farrar

- It's not just about universities - we need to start earlier in the education journey.
- You can't have effective degree programs without students entering them in the first place.
- One issue often overlooked in this debate is Australia's declining numeracy levels, which is deeply concerning.
- Numeracy is fundamental to everything we do in financial services, so that's where we need to start if we want to build long-term capability.



Kylie Rampa

- One of the big challenges universities face is the long lead time required to develop capabilities. For example, the skills for becoming AI engineers will become high-demand skills that industry urgently needs.
- Universities, corporates and government must come together to identify these priority areas and work out how to generate these skills and foster talent right here in Queensland.



Steve Laidlaw

- There is a major disconnect - many university students still aim for traditional careers like doctors, lawyers and accountants.
- University entry scores for critical future fields like AI, cybersecurity and data science are currently quite low.
- In South Australia, you basically just need to matriculate to get into these courses - even though they're where the biggest business opportunities lie in the future.
- It's surprising that these aren't seen as aspirational careers, given the enormous demand ahead.
- There's clearly a gap between what universities offer, what students pursue and what the market needs.



Bridget Messer

- There's never been a more important time to foster critical thinking.
- While technical skills are essential and will drive future value, we must ensure our schools and universities are also producing critical thinkers; this is just as important as building technical capability.

QFI LEADING MEMBERS



QFI INNOVATING MEMBERS





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