QUEENSLAND
FUTURES INSTITUTE

QLD POLICY LEADERS' FORUM

TECHNOLOGIES OF THE FUTURE

19 NOVEMBER 2025

QLD POLICY LEADERS' FORUM

TECHNOLOGIES OF THE FUTURE

PANELISTS:

MATTHEW GOODEN

Strategy and Innovation Lead,
Data#3

DR STEFAN HAJKOWICZ

Chief Research Consultant,
Technology Strategy,
Policy and Foresight
Data61, CSIRO

LEAH MOONEY

Consulting Lead,
Technology, Cyber and Privacy
Risk, Willis, a WTW business

DEREK SHEERIN

Group General Manager,
Technology Consulting, Davidson

MODERATOR
CORI MORAN

Director of Communications,
Cisco Australia and New Zealand

QFI THANKS ITS SPONSOR

Data#3 BUSINESS ASPECT

QFI Executive Learning
– Find out more

QFI Events

Snapshot

The 2025 Queensland Futures Institute's Queensland Policy Leaders Forum: Technologies of the Future explored how artificial intelligence and emerging technologies are reshaping Queensland's economy, public services and communities. Panellists highlighted both the scale of disruption and the practical opportunities for organisations and government to boost productivity and build new business models, while stressing the need for strong governance, ethical frameworks and investment in skills to ensure AI augments - rather than erodes - human capabilities.

The discussion also focused on Queensland's unique positioning heading toward the 2032 Olympic and Paralympic Games, and the parallel boom in data centres and digital infrastructure. Panellists emphasised that turning this into a lasting legacy will require coordinated planning of physical and digital infrastructure, sustainable energy and compute and deep collaboration across government, industry and education to build the workforce, policy settings and innovation ecosystems needed for a secure, inclusive and future-ready Queensland.

Summary of Panel Comments

- **AI as a transformative megatrend –** AI is rapidly advancing alongside other megatrends such as climate adaptation, chronic illness and an ageing population, and geopolitical volatility - with 2030 likely to see far more powerful AI systems than today.
- **Governance, regulation and ethics –** Australia lacks a single 'north star' AI Act, so organisations must navigate privacy, IP and regulation by follow emerging ethical principles and standards and proactively "minding the governance gap" at board and executive levels.
- **From pilots to real-world, agentic AI –** Early tools like Copilot and ChatGPT are giving way to agentic systems that leverage end-to-end workflows. Leaders should start to implement these systems in low-risk, high-ROI use cases, adopting a "crawl-walk-run" approach while maintaining strong data and risk governance.
- **Skills and workforce development –** Knowledge work is being reshaped, putting a premium on human skills - curiosity, problem-solving, adaptive learning and hybrid skillsets that blend technical capabilities with communication, business acumen and strategy.
- **Nurturing early-career talent –** Generative AI risks displacing entry-level work that traditionally builds future leaders, making it essential to keep investing in junior staff.
- **Risk of 'shadow AI' –** If businesses do not formally implement AI systems, there is a risk that employees will leverage this themselves, in a way uncontrollable by businesses. There is a need to proactively implement policies and training so employees can use these tools safely.
- **Olympics 2032 as a digital and infrastructure catalyst –** Brisbane 2032 creates a once-in-a-generation opportunity to align physical and digital planning, define a unified digital vision for spectators and residents, and leverage early digital developments to test and scale new services ahead of the Games.
- **Data centres, energy and sustainability –** A global data-centre boom is driving huge new demand for compute, energy and water - raising questions about social licence, workforce capacity and energy mix – but also positioning Australia, and Queensland, for a new compute and infrastructure boom if done sustainably.
- **Education, industry partnerships and certifications –** To accelerate digital maturity, universities and training providers need to integrate vendor and industry certifications into curricula, while supporting industry and government co-design degrees, placements and job-guarantee schemes in areas like cybersecurity and platform technologies.
- **Migration, retraining and inclusive growth –** Queensland can upskill its existing workforce and selectively attract skilled migrants, supported by dynamic, data-driven migration settings and large-scale retraining so that more people can transition into AI-enabled roles and share in productivity gains.

Panel Comments

Cori Moran

- We are living through a seismic wave of technological change that is reshaping every facet of how we work, connect and thrive.
- Just as the internet, mobility and cloud once forced us to rethink how we do business and live - artificial intelligence is now taking this transformation to an entirely new scale.
- AI is no longer just an idea on the horizon; it is already driving unprecedented new demands on our digital infrastructure and beginning to disrupt every industry, workflow and business model.
- The latest Reserve Bank of Australia research (published last week) shows Australian firms are reporting a marked acceleration in technology investment and AI adoption.
- Firms see AI as critical for productivity and competitiveness but face major challenges around integration, skills and the pace of change, including upskilling their workforce and managing risks like data privacy and cyber resilience.
- In Queensland, these shifts are even more pronounced, with 2,000 people moving to Southeast Queensland each week, creating both promise and pressure.
- This growth, combined with momentum toward the 2032 Olympic and Paralympic Games, provides a once-in-a-generation opportunity to build digital and physical infrastructure for the AI era and create a lasting legacy.
- The acceleration of AI brings new risks around security, privacy and trust. Queensland's new Cyber Security Strategy (2025–2027) focuses on resilience, workforce development and governance.
- Realising the promise of these innovations requires collaboration across industry, government, educators and the community.
- We need to nurture talent, embrace data-driven transparency and maintain a relentless focus on measurable impact to ensure infrastructure is innovative, resilient, sustainable and inclusive.
- Today we are exploring how to:
  - Turn bold ideas and emerging technologies into real, lasting outcomes for Queensland.
  - Manage risk while staying ahead in a fast-changing landscape.
  - Build a legacy that empowers every Queenslander now and for decades to come.

You've helped shape Australia's national strategy for AI and technology. Could you set the scene for us - what are the megatrends reshaping science, technology and business in the world and in Queensland right now?

Dr Stefan Hajkowicz

- Sixteen years ago, I was asked by a senior CSIRO executive to figure out the future for the coming 20 years for CSIRO, which led me to the megatrends concept by US academic John Naisbitt.
- The philosophy behind megatrends is using evidence and data to explore trajectories of change so industry and government can make smarter strategic choices.
- The megatrends we are now seeing are climate change (with a focus on adaptation as emissions continue to rise), chronic illness linked to diet, exercise and sleep, the ageing population and geopolitical change.
- But recent geopolitical analyses show a challenging pathway over the next 10 years, particularly for Australia around supply chain resilience.

Panel Comments

- In science and technology, I started working on AI in 2018 when we were asked to write the National Roadmap and the National Ethics Framework – which is now published by the Australian Government.
- If you'd asked me twelve months ago, it would have seemed that we would have been getting an AI Act in Australia, but this seems unlikely now.
- When we wrote the roadmap, none of us foresaw the world of 2025 or the capability of the models now emerging.
- Gemini 3 has just been released today and hit new benchmarks; the models are far better than we expected - and most people in the room will use one of these tools today.
- Looking to 2030, there are exciting and somewhat scary prospects; groups like Epoch AI in the US are analysing how good AI can get.
- Some experts believe that scaling laws are ending, but others - including EPOCH AI - believe there are still returns to scaling with more powerful compute.
- Quantum technologies are hovering in the background and could reshape things further, along with algorithmic breakthroughs like the 2017 transformer architecture and DeepSeek R1's reinforcement-learning approach.
- New discoveries and algorithmic improvements could shift what is possible again.
- We are moving into a world where we should neither overestimate nor underestimate where AI can take us – it seems that much more powerful AI by 2030 is a feasible scenario.
- Importantly, each of us is now asking how to turn AI into practical value for our business and work.
- Our workflows increasingly involve tools like Claude, Gemini, ChatGPT, Copilot, Perplexity and others - providing multiple ways to integrate AI into workflows to create entirely new ways of working.

As we see increased investment in AI and Queensland's new Cyber Security Strategy announced, how should organisations balance the drive for productivity with the need to manage regulatory, privacy and cyber risk? What's your practical advice for leaders right now?

Leah Mooney

- There is a challenge in that we don't have a 'north star' in the form of an AI Act in Australia.
- We are adopting more of a Mid-Atlantic approach: on one side, the EU has a risk-based AI Act, and on the other side, President Trump has released directives removing regulatory red tape so the US can win the AI arms race against China.
- I agree with Stefan that a year ago, it seemed we would have an AI Act by now - but this hasn't been realised.
- My advice to organisations is that you absolutely need to be embracing AI. Although there are certainly risks, if you're not riding the AI wave then you're going to get left behind.
- While there is no specific AI legislation, existing Australian laws still apply - mainly privacy and intellectual property laws.
- It looks like Australia will soon be examining those privacy and IP laws and considering whether tweaks are needed.

Panel Comments

- In the absence of legislation, organisations need to look at available guidance – so this legislative gap is leading to more regulatory action.
- For example, ASIC and the Australian Privacy Commissioner have been very active - whenever AI falls within their remit, they are using all tools available in their regulatory toolkit. But this can have adverse consequences.
- My advice is to look at legislation and compliance as a starting point and follow the guidance for your industry. There is director guidance, industry-specific guidance and the six Australian ethics principles which have just been released.
- Organisations should also look at frameworks like ISO to see how they can support AI use.

You've built and deployed AI-first solutions. What are the most common barriers you see to responsible, real-world AI adoption and what can Queenslanders do to build both capability and trust?

Derek Sheerin

- What we all see today - Copilot or ChatGPT - are the first instances of what AI can do, but they're not truly agentic.
- An agent is an LLM or a model (vision or text) that has access to tools like SharePoint or internal systems and can work in the loop.
- An agentic system is multiple agents working as a team in partnership with humans to deliver outcomes and end-to-end workflows.
- At Davidson, we have a delivery business, a labs business that builds AI and a risk business combining business and technology risk considerations.
- We've been building AI for clients and focusing on very easy, high-ROI business cases that are low risk from both a customer and internal perspective, especially around data.
- For example, we've used AI to automate parts of the delivery lifecycle for implementing core systems.
- We built our own product - an agentic system for vendor-risk compliance for boards and the C-suite, particularly for CPS230 in financial services.
- We've also built automation solutions for miners to manage capital projects and feasibility studies that usually take over a year, and we're finding agentic solutions can substantially reduce time to first draft.
- We don't say an agentic solution should be used end-to-end without humans – so human expertise, context and experience will remain essential.
- However, basic knowledge work which we would have typically assigned to junior or mid-level staff is now already available to AI. This will clearly have a social impact.
- On barriers to AI usage, firstly, you need a very clear data and governance policy - you don't need perfect data, but you do need AI policies and clarity on where you are comfortable strategically.
- Secondly, you need to start shallow, not wide – focusing on low-hanging fruit workflows. AI will require a complete transformation in how you think about running processes and the organisation. This is a 'crawl-walk-run' scenario, where we must build capability slowly, learn where AI is strong, and learn where it is risky to stay clear of those paths.
- Thirdly, there is a change-adoption barrier. Copilot opens our eyes but also limits our sense of what can be done.
- Because AI is such a new technology, we need a new way to train our employees and ourselves. We're going to have to change the skills we bring to the table because AI is coming for the things we've been doing for the last 10 to 20 years.

Panel Comments

Queensland's growth and the 2032 Olympics create both pressure and opportunity for digital and physical infrastructure. What's needed to ensure we turn this moment into a lasting legacy, and what lessons can we learn from past mega-events or innovation hubs?

Matthew Gooden

- Bringing the Olympics to Brisbane is an amazing opportunity for us to develop our city and our state.
- We will host 35 events across 17 locations - some built, some not - with seven local councils, multiple state departments, the federal government and Olympic governing bodies all involved in planning, strategy, funding, execution and operationalisation.
- That complexity is part of the challenge, both physically and digitally, in how we operationalise the Games before, during and after the event.
- History from recent Games shows that physical and digital planning must be done together - there's no point having a smart stadium without the smarts.
- We therefore need the technology and construction sectors working in lockstep.
- While we prioritise legacy in planning the Olympics, we sometimes think too much about legacy and not enough about the experience we deliver at the Games.
- Digitally enabled Games often don't execute to expectations, so we must operationalise, improve and industrialise technology and digital services well before the Games begin.
- My work at Data#3 is about engaging on how we play a part in enabling the Games - we advise, design, implement and manage technology systems.
- What I'm not seeing is a unified digital vision for creating an amazing experience for spectators in stadiums and those viewing remotely.
- We need to consider that Paris had around 10 million ticket holders; with 4 million people in Southeast Queensland, that scale could be 2.5-3 times our local population.
- We will face an enormous peak in digital communications and digital compute.
- We also need to service 5 billion viewers across broadcasting environments, allowing them to view content how and when they want.
- For me it's about creating that digital vision, noting that all participating bodies have their own digital aspirations – across digital business, local government and community engagement.
- I believe there is an opportunity to turn on some digital capabilities early as building blocks toward the Olympics, proving that unified digital engagement for transport systems or ticketing works before the Games.
- Seven years is not a lot of time to build a stadium, but it is a long time in technology given we don't yet know what capabilities will exist to create the spectator experience.
- We need a digital blueprint or architecture based on current capabilities and what we can see coming - and then iterate with technology vendors as new technologies emerge and mature.
- On AI - it's worth highlighting that the energy infrastructure required is astronomical - around 40% more compute compared to traditional compute. We therefore need large investments in AI infrastructure, communications to support data transmission and the power to run data centres.

Panel Comments

Are there unique opportunities you see for Queensland to position itself as a national or global technology leader as we head toward 2032?

Dr Stefan Hajkowicz

- I think the data centre boom is real and huge; in total investment terms it is like five Olympics' worth of dollars going into data centres.
- There is no future where we don't need a lot more compute than we have today.
- The key issue for Southeast Queensland is that most data centres are going to Sydney and Melbourne, with only around 10% being developed in Queensland.
- We should look at the UK AI Growth Zone strategy, where government has partnered with OpenAI and other tech companies, allowing local governments to nominate themselves as AI Growth Zones. These zones allow for fast-tracked data centre approvals, and the development of business ecosystems around them.
- For example, some companies co-locate with data centres because many have low-latency requirements - they need responses back to their systems very quickly for applications to run. We will likely these kinds of companies emerge around data centre hubs.
- Space and place play a really important role in tech-industry development – this is something CSIRO has studied in mapping Australia's "Silicon Valleys."
- We found major spatial concentration and specialisation. For example, in Maroochydore, many companies specialise in social media AI applications, likely because they are close to where the cable comes out of the water.
- In Burleigh Heads, there is a huge population of graphic and web designers - a major employer and part of the Gold Coast industry.
- Like Silicon Valley, small geographic clusters can generate a lot of activity. As such, we should ask space-based and place-based questions about how to grow these hubs.
- We can leverage the Olympics because a lot of tech is needed to deliver them. We have an opportunity to build the tech for the Games and build industry capability at the same time.

Technology is only as strong as the people and culture behind it. What are the critical skills and mindsets Queensland needs to develop for a future-ready workforce, and how can leaders drive that cultural shift?

Derek Sheerin

- People should consider this as an individual as much as whether you're in corporate or public sector.
- For me, this is an unprecedented change in the economy, akin to the industrial revolution.
- We are at the dawn of a new type of intelligence that may never reach full human capacity but can already do a huge amount of what we've been doing for a long time.
- We appear to be on an exponential curve in intelligence growth, and an exponential decrease in cost per token - around a 200x reduction in the last 12 months (according to the ARC-AGI-2 price benchmark).
- This means intelligence is rising while the cost to serve is dropping rapidly.
- Model labs are now training on knowledge work; teams are doing tasks like discount-factor analysis in investment banking to train models to perform highly complex, high-value jobs.
- These agents will start replacing parts of some jobs or whole jobs.

Panel Comments

- If something can be done by a human and can be given a reward signal, it will eventually be done by an AI.
- Knowledge work as we know it is at risk - though not guaranteed to be fully replaced.
- This presents an opportunity for our kids and education. The fundamental attribute the next generation needs are curiosity and problem solving – and the ability to use tools to solve new problems and generate new data and science.
- We need the capacity to learn difficult new things and solve real-world problems.
- In the corporate sector, you need both a defence play and an opportunity play.
- A defence play is essential because bad actors will use AI - and you must defend against that whether or not you actively adopt AI.
- The opportunity side includes making employees' lives easier, improving customer experience and creating new products.
- Distribution, brand, and marketing are already undergoing major disruption - people now prefer using AI to find products rather than searching on Google.
- Major shifts are occurring in how customers access products, presenting both disruption and opportunity.

With new cyber and AI challenges, how can we nurture the next generation of digital talent and ensure governance keeps pace?

Leah Mooney

- The need to nurture the next generation of cybersecurity professionals was one of the key objectives in the Queensland Cyber Strategy.
- At the Commonwealth level, we also have an Australian Cyber Security Strategy, which we're currently in horizon two of.
- I have concerns around entry-level staff and investment in junior talent because generative AI is currently pitched at tasks that junior employees would previously have done.
- If organisations use AI instead of juniors, those junior employees don't get trained, don't progress, and we don't develop the mid-level or senior leaders of the future.
- So, it will become important that we continue to nurture early-career talent.
- From an AI perspective, I encourage organisations to allow staff to responsibly use AI.
- If you're not providing staff with AI tools, you create a significant shadow-AI problem - they will use AI themselves, and you won't have control over how.
- Businesses should provide staff with AI tools and invest in training them in how to use it, because the best results come from combining technology with human oversight.
- This won't be a 'set and forget' approach – and businesses should continue to reassess the model they use and whether it remains appropriate or if additional training is needed.
- From a governance perspective, businesses must ensure policies and governance frameworks - acceptable-use policies and technical controls - are in place to minimise shadow-AI risk and ensure staff are appropriately trained and skilled.
- Where AI can remove minor administrative tasks, that frees time for senior leaders to think through ethical and human-centred considerations, and importantly, to invest that time in mentoring and nurturing staff.
- In this sense, there is a real opportunity to use AI-driven efficiencies to better support and develop people.

Panel Comments

You've led digital transformation at scale. What's one actionable way industry, government and educators can collaborate to accelerate Queensland's digital maturity?

Matthew Gooden

- For me, the key is the continual integration of industry certification into the curriculum.
- We all talk about job-ready graduates from tertiary education, but much of the transformation happening in organisations is being driven by tech platforms.
- Back in my day we used to customise technology to fit the business process; now, tech platforms are driving transformation through 'as-a-service' models with industry best-practice built into them.
- The gap is having skills that understand the tech platforms and how they integrate into businesses.
- We need a workforce that understands these technology platforms and technology directions, and we need to build that into the curriculum so graduates are job-ready and can fill the market gap.
- The second part is the role of integrators and the technology-provider ecosystem to create opportunities for placements, graduates, internships and job-creation schemes.
- In a former life, we created a cybersecurity degree co-sponsored by the Victorian Government and a local university to build cybersecurity resources.
- We used our customer ecosystem to guarantee jobs for graduates at the end of the program.
- This model injected industry certification into the cybersecurity curriculum, trained graduates, provided internship opportunities and offered job pathways.
- It worked well, and we need to push that model further.
- Particularly with technology transformations driven by tech platforms, it will remain critical to stay across emerging capabilities and how they are being adopted.

What's the single most important step / action organisations or leaders should take today to ensure technology delivers meaningful and inclusive outcomes for everyone?

Leah Mooney

- I would say mind the governance gap. It is important that leaders - just as with cybersecurity - are expected to understand the technology; it's not enough to say, "I don't understand it."
- Leaders must understand the technology to properly identify risk and implement appropriate governance measures so it can be used safely and responsibly.
- A human-centred approach is also critical. There is an opportunity to create efficiencies and productivity gains, but also an opportunity to nurture the next generation through those efficiencies.

Panel Comments

Derek Sheerin

- The most important action is to build new skills.
- The skills that got us to where we are won't necessarily be the skills we can rely on to take us into the future.
- We need to think about our learning adaptive rate - our ability to learn new skills in our current jobs as leaders. We also need to role model adaptive learning for the next generation coming through.
- We used to talk about the 'T' shape of skills and about how wide and deep your skillset was. With new technologies, the 'T' is getting wider and deeper.

Dr Stefan Hajkowicz

- Skills development is key.
- We have analysed 75,000 AI jobs in Australia from 2015 to 2024 and conducted text analysis on them to understand what skillsets were needed to get one of these jobs.
- This found that the number one skill was communication - you always have to be a great communicator. Number two was artificial intelligence and machine learning. Number three was Python coding.
- We classified these skills as red or blue - red skills are the technical ones (Python, data science, machine learning) and blue skills are business acumen, communication and strategy.
- The analysis found that the person you want to be is the purple person – with a blend of people and technical skillsets.

Matthew Gooden

- I take a back-to-basics approach. For technology investment and focus, I ask: what is the problem we're trying to solve, who is the problem for, and what value are they trying to elicit from the technology solution?
- Technology solutions are far more complex now; it's no longer just delivering a customer portal. We must factor in legislation, compliance, data governance, security, micro-segmentation, scaling, containerisation, virtualisation - all of which must come together to create a robust, scalable, secure capability the business can use.
- We have technologists who are smart people – but their technical excellence is focused on their part of the stack.
- As leaders, we need to bring business impact to the front of mind, supported by true enterprise and solution architecture - and rally the team around that.
- With so much noise around technology advancements, we can forget about the business impact we are trying to create.

Audience Questions

How are we using AI in fact to manage its own sustainability going forward? Is that happening?

Dr Stefan Hajkowicz

- There was an estimate that 5% of the Australian electricity grid goes into data centres, but I think that is an overstatement. Working with data centre companies, we think there was double counting; it is closer to about 2%, and it could double.
- In comparison, air conditioners make up 25–30% of the grid and are growing faster, so they are the bigger issue.
- There is an energy issue around data centres, but the proposed hyperscale facility at Brendale in Southeast Queensland will have a massive battery pack and solar system, which will help meet its energy needs.
- Water is another aspect; air-cooled data centres use massive amounts of water.
- Liquid-cooled centres - which Microsoft has demonstrated successfully - could be a pathway to almost zero water use.
- With solar panels and battery storage systems, there are pathways to manage energy and water impacts well.
- Critical issues remain around the building of data centres – which will require large numbers of electricians, plumbers and technical experts.
- They also use up land – bringing spatial and social sustainability issues such as social licence to operate - which is becoming a major issue in the US.
- Once operational, data centres don't create many jobs - but they may create jobs around them.
- So, there is a sustainability challenge, but also a massive opportunity for Australia.
- We are a great place to build data centres because we are stable, we have strong data governance, and we have strong energy and water resources.
- The global boom in data centre demand is on, and we can be a place where it is done well and at very high levels of sustainability.
- If done right – this opportunity could be like Australia's next mining boom.

Derek Sheerin

- I think we need to look at the geopolitical situation before the energy and climate situation, recognising they are interrelated.
- Geopolitically, China has a gap in energy capacity, meaning it can lean into the AI boom and build models very quickly.
- In the United States, there is concern that limited supply capacity may cause them to fall behind.
- So we are in a race - whether we personally believe it is a race is a separate question, but they believe they are in one.
- This means the environmental conversation is lagging behind the AI conversation.
- We are going to see a rapid increase in global demand for data centres.
- Infrastructure policies from the last 20–30 years have not anticipated this level of demand.

Audience Questions

- There is a major opportunity for Australia to lean into this boom, but we need to ask ourselves about energy mix and the right sustainable policy.
- We should be taking a major role in the infrastructure and compute game.
- We also need a corresponding energy policy - considering renewables, stable energy sources like gas, and even nuclear as seen in some countries.
- On whether AI is being used to drive climate answers - Google just launched a much more advanced weather-modelling system in the last 48 hours. This demonstrates the potential that AI's enhanced capabilities will help us solve climate questions in the future.
- In the last six months, the frontier of maths and science has started to be supported by AI capabilities.
- I think we could see new scientific improvements through AI by next year. But right now, none of this is guaranteed or proven - it is possible that AI can support these developments, but it is yet to be seen whether it can have a direct impact.

Dr Stefan Hajkowicz

- Picking up on the Google GenCast system - it was published in Nature in January – and is a weather forecasting system that - within 15 days - outperformed any weather-forecasting capability globally.
- It shows that AI doesn't just have to be language models; we can train AI models on weather data, and this therefore could become how we get our weather forecasts.
- This shows that while we have seen the LLMs, we haven't really seen the next wave yet - there are going to be many other categories of AI models that will start doing amazing things.

Will Queensland be trying to bring in skilled migration from overseas or interstate? And how do we really compete to make sure that these jobs are based here in Queensland and we're able to service them?

Dr Stefan Hajkowicz

- We can retrain and upskill a lot of Queenslanders – and there is going to be a big shift in the knowledge economy.
- Issues of sovereignty and AI have been big on our agenda because we don't have an Australian LLM like ChatGPT. Although there are two attempts underway to build Australian LLMs, we have not been building the big models.
- The danger is that we shift a lot of our knowledge work to AI – and California by extension.
- Just like Uber sends 25 cents of every fare to California, AI models will create a similar 'tax' on legal and other knowledge transactions.
- Therefore, we need to think carefully about the skillsets we need to develop here in Australia.

Audience Questions

- We will need some migration, but we are not an economy doing the heavy lifting of frontier model development.
- We do not need the specialised engineering and technical skills that OpenAI, Anthropic, Meta and others are competing for - with salaries in the hundreds of millions for the top people.
- We are not in that space – but rather, we are in the “how do you use it effectively” space.
- There is a massive amount of retraining and skills development needed, relevant both for kids at school and for the adult workforce.

Derek Sheerin

- I’m in no position to speak about what the Queensland Government will do with migration policy.
- But Matt Comyn (CEO of Commonwealth Bank) said yesterday that 140,000 net migration is - in his view - a sensible number for the economy.
- Traditionally, per-capita population growth is directly correlated with economic growth, so supplementing key skills is a good thing when the economy is growing.
- From a policy perspective, we are lacking some skills on the technology side, and we should selectively and actively bring in skills where we have genuine demand.
- If the economy goes through a messy transition - people needing retraining, reskilling or losing jobs in certain sectors - we need flexible and dynamic policy settings.
- We should try to ensure people who are already here can find the right places to work, while also leaning into material skill gaps where migration is needed.
- The types of occupations we target should be very dynamic and very data-driven.
- At the end of the day, more people who are employed equals more growth, so we must lean into that.

QFI LEADING MEMBERS

ANZ

Australia Pacific LNG

Australian Retirement Trust

brisbane Economic Development Agency

Brighter Super

Brisbane Airport

CSIRO

Data#3

EDL

Economic Development Queensland

EY Building a better working world

gadens

Griffith University Queensland, Australia

Hastings Deering CAT

Independent Schools Queensland choice & diversity

Innovation Central Brisbane

KPMG

novo nordisk

People First Bank

The Pharmacy Guild of Australia Queensland

PMSA Presbyterian and Methodist Schools Association

QIC

Queensland Treasury Corporation

quinbrook

QUT

SUNCORP

tafe Queensland

TRI Translational Research Institute Australia

The University Of Queensland Australia

University of Southern Queensland

University of the Sunshine Coast Australia

wtw | Willis

ZURICH

QFI INNOVATING MEMBERS

ACORPP

Brisbane Girls Grammar School

challenger

Gallipoli Medical Research

health + wellbeing Queensland

Mackay Regional Council

City of Moreton Bay

Newsreel. From the source

North Queensland Bulk Ports Corporation

Port of Brisbane Here for the future

SCA

QUEENSLAND
FUTURES INSTITUTE

FOR FURTHER INFORMATION

Steve Greenwood | Chief Executive Officer
steve.greenwood@futuresinstitute.com.au

www.futuresinstitute.com.au
Level 11, 111 Eagle Street Brisbane QLD 4000