



**ALC + GOVERNMENT
DIALOGUE
2025**

*Sovereign Strength for
Enduring Productivity*

Canberra | 27 November 2025

True productivity endures when it's built on sovereign capability — on systems we control, skills we develop, and infrastructure we protect.

Australia's freight, logistics and supply chain systems form the foundation of economic growth and national strength. With the recent release of the National Freight and Supply Chain Strategy, the ALC + Government Dialogue serves as an important next step in making its delivery effective — fostering the capability, coordination and resilience needed to reduce vulnerability to global shocks and secure sustainable productivity for the long term.

Indicative Times

8:30am Registration & Networking Coffee

9:00am Welcome Address

Dr. Hermione Parsons, Chief Executive Officer & Managing Director, ALC

Sovereign Strength for Enduring Productivity

This address will place sovereign capability and the broader productivity challenge within the broader context of Australia's supply chain and logistics system. It will examine current productivity trends, the risks of relying on short-term gains, and the economic costs of fragility in freight, workforce and land planning. It will look beyond the freight strategy to ask: what mix of policy, investment and reform is needed to lift national productivity, and how does sovereign capability act as the safeguard that makes those gains resilient?

9:10am Opening Address

Jim Betts, Secretary, Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (DITRDCSA)

Jim Betts will frame the day by linking the theme of sovereign capability to the practical actions set out in the National Freight and Supply Chain Strategy. His remarks will highlight how the Strategy's focus on resilience, infrastructure, regulatory reform, workforce and data provides the foundation for productivity that lasts. By drawing on current NFSCS priorities and implementation progress, Jim will set the challenge for industry and government: how to turn sovereign capability from policy ambition into real-world outcomes that secure Australia's productivity.

9:50am Morning Keynote Address

Nicole Rosie, Chief Executive Officer, National Heavy Vehicle Regulator

Safeguarding Productivity: The Role of Sovereign Capability in a Resilient Economy

This address will consider how modern regulation supports sovereign capability and productivity by maintaining balance within complex national systems. It will explore the risks of short-term approaches that undermine sustainable business practices, and how effective regulation can strengthen long-term performance across freight, safety, labour and quality outcomes.

Drawing on the heavy vehicle sector, the keynote will outline what a systems approach to regulation looks like — one that provides visibility across physical and digital networks, encourages coordinated national action, and aligns incentives for high-performing, safe and sustainable businesses.

10:20am Morning Tea

10:50am Panel Session - Freight Rail: Backbone of National Productivity

Panel Lead: Wayne Johnson, Chief Executive Officer & Managing Director, ARTC

This session will examine how freight rail underpins sovereign capability by connecting ports, regions and cities with reliable, efficient, and sustainable supply chains. Panellists will explore the productivity dividends of shifting more freight onto rail, the role of intermodal terminals and corridor protection, and the challenges of decarbonisation and service reliability.

The discussion will focus on where investment and policy reform can deliver resilient, long-term productivity gains, and how government and industry can better align to make rail a stronger national asset.

Panellists:

Jessica Hall

*Deputy Secretary, Infrastructure,
DITRDCA*

Mishkel Maharaj

*Chief Executive Officer, ITC
(Lead of ALC Council
Freight Rail Taskforce)*

Sean Hovey

*General Manager,
Supply Chain,
Qube*

George Lippiatt

*Group Executive Bulk &
Containerised Freight,
Aurizon*

Cramer Ball

*Group Executive - Intermodal
Pacific National*

11:50am Panel Session - Workforce: Skills, Attraction & Capability at Scale

Panel Lead:

A resilient and productive freight and logistics system depends on people with the right skills in the right places. This session will consider how sovereign capability in the workforce underpins productivity, focusing on shortages, training pathways, diversity and retention, and the role of migration and regional development. Panellists will explore how to build enduring capability — through investment in education and training, industry partnerships, and workforce planning — to ensure productivity gains are not lost to structural gaps in skills and labour supply.

Panellists:

Trevor Power

*First Assistant Secretary,
Labour Market, Environment,
Infrastructure and Industry Division,
Australian Government Treasury*

Joanne Fox

*Chief Corporate Affairs & People
Officer, National Intermodal
Corporation*

Anna Faithfull

*Deputy Secretary, Skills and
Training, Department of Employment
and Workplace Relations*

12:50pm Lunch

1:50pm Panel Session - Planning for Growth: Freight Corridors, Industrial Land Use & Critical Utilities

Panel Lead: Greg Walls, General Manager - Corporate Affairs & Planning, NSW Ports

Secure access to well-located industrial land and protected freight corridors is fundamental to sovereign capability and long-term productivity. This session will explore how planning frameworks, land supply, and infrastructure investment decisions shape the efficiency and resilience of Australia's freight system. Panellists will examine the pressures of urban growth, the need for cross-government coordination, and the risks of short-term planning undermining future productivity. The discussion will focus on how to align planning, treasury and industry priorities to ensure land use decisions support national productivity objectives.

Panellists:

Paula Stagg

*First Assistant Secretary, Surface
Transport Emissions and Policy,
DITRDCA*

Peter Sheehan

*Senior Project Director,
Sydney Airport*

Simon Ormsby

*Chief Commercial Officer,
National Intermodal Corporation*

2:50pm Afternoon Keynote Address

Neil Stephens, Chief Executive Officer, Port of Brisbane

Sustainability and Fuel: Decarbonising the Supply Chain

This keynote will examine how Australia's transition to low-carbon fuels and cleaner energy systems will influence the resilience and productivity of national supply chains. It will explore the current status of alternative fuel development and uptake – including biofuels, hydrogen and electrification – and the infrastructure, investment and policy settings required to enable their use at scale. Using insights from the Port of Brisbane's decarbonisation initiatives, the session will consider practical steps industry and government can take to support a coordinated transition that maintains reliability, manages costs, and strengthens sovereign capability across the freight system.

3:30pm Afternoon Tea

4:00pm Expert Reflections - The Future of Sovereign Capability

Lead: Dr. Hermione Parsons, CEO & Managing Director, ALC

The closing conversation will bring together senior leaders to reflect on the day's discussions and consider the next steps for strengthening Australia's supply chain sovereign capability as the foundation of resilient productivity. The dialogue will explore where policy and industry must focus effort in the coming years, how to balance immediate delivery with long-term planning, and what it will take to embed sovereign capability as a national priority. This session is designed to leave delegates with clear insights on the choices ahead, and a shared sense of direction for government-industry collaboration.

Participants:

Andrew Adams

*Non-Executive Director: Ports, Stevedoring, Rail,
Intermodal, ITC*

Maj Gen Jason Walk, AM

*Head National Support, National Support Division, Joint
Capabilities Group, Australian Defence Force*

4:30pm Conclusions & Next Steps

Margaret Staib, AM CSC, Chair ALC

5.00pm Networking Drinks

Highball, Melbourne Building, 77 London Cct, Canberra

Dialogue attendees are invited to join us for networking and drinks at Highball following the conclusion of the main event.