



ALC + GOVERNMENT

DIALOGUE

2026

*Resilience Under Pressure:
Securing Australia's Supply Chain Logistics
and Freight Transport Industry*

QT Canberra
6 Marcus Clarke Street, Canberra ACT 2601

Canberra | 2026

Building Resilience for Sovereign Capability.

Australia's supply chain logistics and freight transport industry has been under sustained pressure in 2026. Fuel disruption, geopolitical instability, infrastructure constraints, extreme weather events, rising costs and the energy transition have tested the systems that keep the national economy moving - and exposed where resilience is still lacking.

The 2026 ALC + Government Dialogue will turn this year's lessons into a forward agenda. The focus will be on the infrastructure, energy, investment and policy decisions needed now to build a freight system that is more resilient, productive and commercially sustainable - not just for the next disruption, but for the decade ahead.

Where is Australia on the continuum between resilience, vulnerability and market failure - and what needs to change now?

PROGRAM

8:30 am	Registration & Networking Coffee
9:00 am	Welcome Address and MC Dr Hermione Parsons, Chief Executive Officer & Managing Director, Australian Logistics Council <i>The ALC Resilience Scorecard: How Are We Really Performing?</i> A short, sharp assessment of the state of Australia's supply chain logistics and freight transport industry - from energy security and freight infrastructure to productivity, operating costs and transition readiness. Question for the room: Are we becoming more resilient - or simply becoming better at managing disruption?
9:15 am	Opening Address Jim Betts, Secretary, Australian Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (DITRDCA) <i>Australia's Freight System: A National Resilience Asset</i> A national perspective on the relationship between freight infrastructure, productivity, economic security and national preparedness - and the roles government, industry and infrastructure owners must play in strengthening the system.
9:45 am	Keynote Address - When the System is Tested Matthew Brine, Deputy Secretary, Energy Group, Department of Climate Change, Energy, the Environment and Water <i>Lessons from the 2026 Fuel Crisis</i> The fuel crisis provides a real-world test of Australia's resilience architecture: where dependencies became visible, how quickly disruption spread across industries, what worked in the response, and what must now be embedded in broader national preparedness. Question for the room: What happens if the next disruption affects several critical systems at once?
10:15 am	Morning Tea

10:45 am	Panel Session - The Weakest Link: Where Australia's Freight Network Loses Resilience Australia does not have separate road, freight rail, port and intermodal systems - it has one national freight system. This session examines the interfaces between them: first- and last-mile connections, terminals, ports, industrial land, capacity, redundancy, and where a local failure can have national consequences. Speakers Facilitator: Ben Newton, General Manager, Strategy, Development & Partnerships, Primary Connect (Woolworths Group) <i>Karen Tompkins, Group Executive, Government Relations, Sustainability & Legal, Sydney Airport TBC</i> Renee Holbrook, Executive General Manager, CHEP Australia Luke McGregor, Director, Freight, Transport Strategy & Planning, Queensland Department of Transport and Main Roads <i>Dr Amanda Day, Branch Manager, Strategic Policy Branch, NIAA Fuel Taskforce Lead, National Indigenous Australians Agency (NIAA) TBC</i>
11:45 am	Panel Session - Powering Freight: Transition Without Compromise A practical discussion about the future freight energy mix: renewable diesel and lower-carbon liquid fuels; battery-electric heavy vehicles and charging; renewable electricity across ports and terminals; hydrogen where credible; and freight rail and modal efficiency. The focus is what can be deployed, where, and what infrastructure is required without compromising reliability. Speakers Facilitator: Samantha Leighton, ALC Head of Government and Industry Affairs Neil Stephens, Chief Executive Officer, Port of Brisbane Pty Ltd Michael Freestone, Senior Vice President Retail, Transport & Auto, Toll Group Dr Malcolm Roberts, Chief Executive Officer, Australian Institute of Petroleum Paula Stagg, First Assistant Secretary, Surface Transport Emissions and Policy Division, DITRDCA Scott Greenhow, Transport for NSW
12:45 pm	Lunch
1:45 pm	Panel Session - Good Policy. Bad Outcome? From Ambition to Operational Reality Good policy objectives can still produce poor outcomes when implementation does not reflect how freight operations work. Using energy transition, infrastructure investment and regulation as practical examples, the panel will examine fleet replacement cycles, infrastructure lead times, commercial risk, government co-investment, cumulative cost and the unintended consequences of policy settings. Speakers Facilitator: Darren Searle, CEO LogiSpace Nicole Rosie, Chief Executive Officer, National Heavy Vehicle Regulator Bruno Porcietto, Chief Executive Officer, Victoria International Container Terminal (VICT) Jessica Hall, Deputy Secretary, Regional Development and Infrastructure, DITRDCA Michael Caltabiano, Chief Executive Officer, National Transport Research Organisation (NTRO)

2:45 pm	Panel Session - Freight Rail: Australia's Underused National Asset Australia needs more freight on rail, but significant capacity remains underused across key corridors. This panel will examine what is holding rail back - reliability, pricing, terminals, first- and last-mile connections, customer confidence, and infrastructure constraints - and what government and industry can do to shift more freight from road to rail. The focus will be on practical levels to improve productivity, resilience and network capacity. Speakers Facilitator: Brett Grehan, Chief Executive Officer, Pacific National George Lippiatt, Group Executive Bulk & Containerised Freight, Aurizon Tristan Kathage, Assistant Secretary, Reducing Surface Transport Emissions Branch, DITRDCA Mark Mazurek, CEO Linfox, Chair of the Freight Industry Reference Panel – Rail Group Jessica Hall, Deputy Secretary, Regional Development and Infrastructure, DITRDCA
3:45 pm	Afternoon Tea
4:10 pm	Closing Keynote Address <i>Rachel Parry, Deputy Secretary, Transport, Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts</i> <i>From Pressure to Preparedness: Priorities for 2027</i> A transport policy perspective drawing together the day's discussion and looking ahead to 2027 - including infrastructure resilience, freight productivity, the energy transition, investment and implementation, and what government and industry need from each other.
4:25 pm	Conclusion - Five Things We Cannot Leave in the Room <i>Marika Calfas AM, CEO NSW Ports</i> Rather than ending with a traditional conference summary, the Dialogue will close with a clear agenda for action - identifying the vulnerabilities that demand immediate attention, the policy settings that need to change, the infrastructure and investment priorities that cannot wait, where industry must take greater responsibility, and the priorities ALC will take forward into 2027.
4:50 pm	A Note from Ben Newton, ALC Deputy Chair
5:00 pm	Networking Drinks – QT Bar Canberra