

Report to Parliament

London, Lausanne and Paris overseas trade mission

1 to 14 September 2025

The Honourable Jarrod Bleijie MP

Deputy Premier, Minister for State Development, Infrastructure and Planning and
Minister for Industrial Relations



The Department of State Development, Infrastructure and Planning connects industries, businesses, communities and government (at all levels) to leverage regions' strengths to generate sustainable and enduring economic growth that supports well-planned, inclusive and resilient communities.

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Official Delegation

The Honourable Jarrod Bleijie MP, Deputy Premier, Minister for State Development, Infrastructure and Planning and Minister for Industrial Relations
Mr Aydan Rusev, Policy Advisor to the Deputy Premier
Ms Leah Kelly, Deputy Director-General, Infrastructure and Regional Strategy, DSDIP
Mr Don Roach, Defence and Industry Engagement, DSDIP (for defence engagements only)
Mr Ross Buchanan, Agent-General (Europe), Trade and Investment Queensland (TIQ)
Ms Joana Ribeiro, Translator, OCO Global (for Paris engagements only)

Disclaimer: The Official Delegation attended all meetings and events during the trade mission, except where otherwise stated.

Program

Monday 1 September to Sunday 14 September 2025

Time is in local time

Monday 1 September 2025	
	Late evening departure from Brisbane to London
Tuesday 2 September 2025	
	Afternoon arrival in London
Wednesday 3 September 2025 – London	
8:20am – 12:00pm	Australian British Defence Catalyst 2025 Program Venue: Australia House, The Strand, London
2:05pm – 2.30pm	Meeting with Rt Hon Lord Peter Hendy, UK Minister of State for Rail Venue: Houses of Parliament
2.50pm – 3:30pm	Meeting with Paul Foster, Founder of OnePlan Venue: Queensland House
5:30pm – 7:00pm	Australian British Defence Catalyst Networking Event Venue: Australia House, The Strand, London
Thursday 4 September 2025 – London	
8:00am – 10:30am	Australian British Defence Catalyst Program Venue: 116 Pall Mall
11:00am – 2:00pm	Meeting with Lord Colin Moynihan Venue: House of Lords, Houses of Parliament
3.00pm – 3.30pm	Meeting with the Australian High Commissioner to the United Kingdom, Hon Stephen Mullighan MP, Treasurer of South Australia, Hon. Paul Papalia MLA, Minister for Defence Industry, Western Australia Venue: Australia House, The Strand, London
3:30pm – 5:00pm	Australian British Defence Catalyst Program - Keynote address by the Deputy Premier Venue: 116 Pall Mall
7:00pm – 9:00pm	Catalyst Dinner Venue: Mansion House, Walbrook, London

Friday 5 September 2025 – London	
8:00am – 10:00am	Meeting and Site Visit with QinetiQ Venue: QinetiQ, Cody Technology Park
11:00am – 12:00 pm	Meeting with Sir Hugh Robertson MP, former Minister for Sport and Olympics and Minister of State for Foreign and Commonwealth Affairs Venue: London Stadium
12:00pm – 12:45pm	Meeting with Ms Stephanie Peacock MP, Parliamentary Under-Secretary of State, Minister for Sport, Media, Civil Society and Youth and Ms Uma Kumaran MP, Member for Stratford and Bow Venue: London Stadium
1:00pm – 4:00pm	Meeting and Site Visit with London Legacy Development Corporation Venue: London Stadium
5:00pm – 6:00pm	Meeting with Dr Brendan Nelson, President, Boeing Global Venue: Boeing
Saturday 6 September 2025 - London	
2.30pm – 6.00pm	Betfred Championship – London Broncos v Bradford Bulls Game Venue: Cherry Red Records Stadium
Sunday 7 September 2025 – Lausanne	
	Travel from London to Lausanne
2:00pm – 4:00pm	Tour of Olympic Museum
6:30pm – 9.00pm	Dinner hosted by the International Olympic Committee Venue: Royal Savoy Hotel
Monday 8 September 2025 – Lausanne and London	
8:00am – 9:00am	Breakfast meeting hosted by the International Olympic Committee Venue: Olympic House, IOC Headquarters
9:00am – 9:30pm	Meeting with Marie Sallois and Julie Duffus Venue: Olympic House, IOC Headquarters
9:30am – 9:50pm	Meeting with Kirsty Coventry, IOC President Venue: Olympic House, IOC Headquarters
	Travel from Lausanne to London
5:30pm – 7:30pm	DSEI Team Australia Function Venue: Australia House, The Strand, London

Tuesday 9 September 2025 – London	
11:00am – 12:30pm	Meeting with Lord Hugo Swire, Deputy Chair of Commonwealth Enterprise and Investment Council Venue: Houses of Parliament
1:30pm – 5:00pm	DSEI Conference - Meetings with Queensland Companies - Meeting with James Allibone, Group Business Development Director, MBDA Venue: ExCel London
Wednesday 10 September 2025 – Paris	
	Travel to Paris
2:30pm – 4:00pm	Meeting with Etienne Thobois, Director-General of the Paris Organising Committee (Paris 2024) Venue: OCO Global
4:15pm – 5:15pm	Meeting with Laurent Nunez, Prefect of Police for Paris Venue: 11 rue des Saussaies 75008 Paris
Thursday 11 September 2025 – Paris	
8:30am – 10:30am	Meeting and Breakfast Roundtable hosted by Her Excellency Ms Lynette Wood, Australian Ambassador to France Venue: Australian Embassy, Paris
10:30am – 11:30am	Meeting with Australian Federal Police, International Command – Paris Venue: Australian Embassy, Paris
11:45am – 12:30pm	Meeting with Sebastien Bougon, President of Flying Whales Venue: Pullman Paris Tour Eiffel
2:00pm – 3:00pm	Meeting with Marie Barsacq, French Minister for Sports and Olympic and Paralympic Games Venue: 95 avenue de France
3.45pm – 5.30pm	Meeting and site visit with GL Events Venue: Stade de France
7.00pm – 9.00pm	Cultural reception hosted by Her Excellency Ms Lynette Wood, Australian Ambassador to France Venue: Australian Embassy, Paris
Friday 12 September 2025 – Paris	
9:00am – 11:00am	Meeting and Site Visit with Artelia Venue: Olympic Village site
11:00am – 12:30pm	Meeting with Yann Krynski, Directeur Général Exécutif of Solideo Venue: Artelia Offices
2.00pm – 3.00pm	Meeting and Site Visit with Egis Venue: Adidas Arena
Saturday 13 September to Sunday 14 September 2025	
	Travel Paris to Brisbane

Wednesday 3 September – London

Australian British Defence Catalyst 2025 Event

Date:	Wednesday 3 September 2025
Venue:	Australia House, The Strand, London

Meeting summary:

The Australian British Chamber of Commerce's Defence Catalyst offered the opportunity for the Queensland Delegation to engage with senior UK and Australian Defence and industry leaders who offered their insights on strategic capability development in the face of global geopolitical and trade uncertainty, as well as the sense of urgency created to rapidly improve defence capability as a result of the war in Ukraine which is driving increased development and investment around the rest of Europe. The Catalyst also reinforced the national approach to AUKUS with representatives from a number of State Governments include South Australia, Western Australia, Victoria and Queensland in attendance.

His Excellency the Hon Stephen Smith, Australian High Commissioner to the United Kingdom and co-author of the Australian Defence Strategic Review provided the Australian Government Address. He spoke to the Australian Defence Strategic Review and the UK's Strategic Defence Review and the many parallels and consistencies within them. He also highlighted the alignment of activities in the implementation of the recommendations of both. He commented on the positive economic dividend that is achievable from investment in defence and defence infrastructure and the tangible benefits for local and global supply chains and the communities within which they reside. AUKUS is at the heart of the ongoing strategic partnership between the two nations and he noted the signing of the Geelong Treaty as a bilateral enabler, also welcoming the presence of State Government representatives and acknowledging the important role they play in developing sovereign capabilities.

Mykhailo Federov, First Deputy Prime Minister of Ukraine and Minister of Digital Transformation presented a "Message from Ukraine" with a focus on innovation. Fedorov is responsible for the Brave-One Defence Technology Cluster, which was established in 2023 with a focus on innovation enablers and has included deregulation of the market and the building of an ecosystem inclusive of 2000 companies in defence industry.

Luke Pollard MP, Minister for the Armed Forces; MP for Plymouth, Sutton and Devonport provided the UK Government Address. He acknowledged the significance of the Geelong Treaty and its 50-year time horizon. He outlined the major pillar of the Strategic Defence Review with the UK's focus as "NATO first, but not NATO only" and the implications for continued UK interest and engagement in the Indo Pacific region. The UK will spend an extra 6 billion pounds on defence spending with the intent of reaching 2.5% of GDP by 2027 and rising to 3.5% of GDP by 2035. The Deputy Premier had the opportunity to speak with Minister Pollard directly following his address, discussing the new Queensland Government's commitment to supporting defence industry development and the advanced manufacturing opportunities that may arise through AUKUS Pillar 2.

The overarching themes for the Catalyst conference were:

- the urgent perspective of Ukraine
- the need for interoperability, partnerships, and collaboration in the face of rising global threats
- industry–government cooperation as a genuine "win–win," and the need to change how we deliver capability.
- innovative approaches to strategic investment and the acceleration of capability to the war fighter, and
- the critical challenge of skilled people, and the urgency of finding innovative solutions to recruit, retain, and share talent.



Meeting with UK Minister of State for Rail

Date:	Wednesday 3 September 2025
Venue:	Lord Hendy's Office, Houses of Parliament, Parliament Square

Attendees:

The Right Honourable Lord Peter Hendy of Richmond Hill, CBE	United Kingdom Minister of State for Rail and former Chair of the London Legacy Development Corporation
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Meeting summary:

The Deputy Premier and delegation met with Lord Peter Hendy, the UK Minister of State for Rail. Lord Hendy was the Chair of the 2012 Games Transport Board, which worked with the London 2012 Organising Committee, transport operators, local authorities, and also served as Commissioner of Transport for London (TfL), managing all transport for the Greater-London region. Lord Hendy was also on the Board of the London Legacy Development Corporation (LLDC) until 2024.

The meeting discussed operational planning for London transport which started in detail approximately 2.5 years out from the 2012 Games. A key challenge was managing demand and connectivity consistently across the network and venues. The meeting provided an opportunity to discuss the dual focuses of the IOC on Games outcomes and Host cities focuses on infrastructure legacy outcomes.

The meeting provided an opportunity to hear learnings from London 2012, which included a focus on the functioning of the city during the Games. While the primary point of discussion throughout the meeting was the Games, the discussion also covered the importance of continuing ‘business as usual’ transport availability for the community in the lead up to, and during the Games.

The Deputy Premier also highlighted key public transport initiatives being undertaken by the Crisafulli Government ahead of the 2032 Games including Cross River Rail, Gold Coast and Logan Faster Rail and The Wave.



Meeting with OnePlan

Date:	Wednesday 3 September 2025
Venue:	Queensland House

Attendees:

Mr Paul Foster	Founder, OnePlan
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Meeting summary:

The Deputy Premier and delegation met with OnePlan, which was engaged by the Paris 2024 Organising Committee during the delivery of the 2024 Games, utilising GIS Mapping and Digital Twin software to plan the Games.

Projects OnePlan supported include:

- Temporary overlay visualisation to assess crowd and traffic managed for key 2024 Games venues
- A VenueTwin (digital twin software) of key Games Venues such which enabled the planning of sports, workforce, infrastructure, security, zones, traffic and more on land and water for efficient Games-time operations

During the meeting a presentation and video were shown of Paris 2024 venues and preparation for the Milano/Cortina 2026 Games.

Paul Foster founded OnePlan, which has been used for over 150 events across many countries, including in Australia.

The meeting provided further insights into OnePlan’s partnering with universities to give students an opportunity to work with the technology - students are provided free licences to increase digital capacity and uplift capability.

Mr Foster highlighted the importance of the adoption of digital technology planning for the Games and other infrastructure, for collaboration across the Government, Organising Committee and International Olympic Committee. He also provided advice on requirements to be set out in Games contracts to ensure the required data is collected and available for use in development and operational planning.

The meeting offered valuable insights to technical, security, commercialisation, operational and other aspects of Games planning using digital capability, using real venue data and demonstrating the technology application to previous and future events.



Australian British Defence Catalyst 2025

Date:	Wednesday 3 September 2025
Venue:	Australia House, The Strand, London

Session summary:

- The Rt Hon Sir Ben Wallace KCB PC, Former Secretary of State for Defence
- Andy Bamford, CEO, National Security Strategic Investment Fund
- Fergus Hanson, First Assistant Director General Cyber and Critical Technology Intelligence Centre, Australian Office of National Intelligence
- Panel Discussion moderated by Ticky Fullerton, CEO, Australian British Chamber of Commerce

The Rt Hon Sir Ben Wallace as the former UK Secretary of State for Defence spoke of the strength of the relationship between Australia and the United Kingdom, highlighting also the lessons from Ukraine for government, including the idea of devolving the capability funding to lower levels; to the operational Brigades who can actually develop and achieve capability in very short time frames. He acknowledged that there were examples of significant step changes in spending in Europe citing Germany and Poland as examples. In the context of AUKUS Pillar II, he was an advocate for the UK and Australia continuing to push ahead and jointly develop new capabilities, irrespective of the AUKUS review being undertaken by the new United States Administration.

Andy Bamford spoke of the National Security Strategic Investment Fund (NSSIF) which is a corporate venture capital fund of the Government with a plan for \$100 million of direct investment per year. The work programs are designed to assist in the pull through to contract of R&D work programs with the aspirational aim of an idea to contract being achieved within 10 days. The programs are currently employing 3000 personnel directly. Successful investments are considered not just a fund, but a partnership engine for research to be able to be turned into commercial accelerator programs.



Australian British Defence Catalyst Networking Event

Date:	Wednesday 3 September 2025
Venue:	Australia House, The Strand, London

Meeting summary:

His Excellency the Hon Stephen Smith, Australian High Commissioner to the United Kingdom hosted a Reception for the Catalyst attendees at the Australian High Commission, a semi-formal event where the Deputy Premier was able to meet and have discussions with attendees. Of note he met with:

- Mr Steve Wadey, Group CEO of QinetiQ. They discussed the previous QinetiQ support to the operation of the Queensland Flight Test Range at Cloncurry, innovation, test and evaluation and future opportunities. The Deputy Premier thanked Mr Wadey for supporting his visit to Farnborough in the following days.
- The Rt Hon Lord Spellar, UK Trade and Investment Envoy to Australia. Discussion included Lord Spellar's previous visit to Australia and notably his time with Queensland industry on the Queensland stand at the Avalon Air Show earlier this year. The Deputy Premier offered support to Lord Spellar if planning a future visit to Queensland.
- Major General Hugh Meggitt AM CSC, Head Advanced Strategic Capabilities Accelerator, Australian Defence Force. General Meggitt outlined his organisation and the momentum he is endeavouring to build in innovative capability acquisition. He covered his engagement with Queensland SMEs, universities and the state government support.



Thursday 4 September 2025 - London

Australian British Defence Catalyst Program

Date:	Thursday 4 September 2025
Venue:	116 Pall Mall

Attendees:

Welcome:	Ticky Fullerton, CEO, Australian British Chamber of Commerce
Ministry of Defence Address:	David Williams CB, Permanent Secretary, Ministry of Defence
Western Australia Ministerial Address:	The Hon Paul Papalia CSC MLA, Western Australian Minister for Emergency Services; Corrective Services; Defence Industries; Veterans; Racing and Gaming
South Australia Ministerial Address:	The Hon Stephen Mullighan MP, South Australian Treasurer; Minister for Defence and Space Industries, Minister for Police

Meeting summary:

David Williams as the Permanent Secretary in the Ministry of Defence was involved in the Strategic Defence Review. He spoke of the strength of the relationship between Australia and the United Kingdom. He identified the importance of Pillar II technologies and of the strategic communications around AUKUS with a focus on “getting it right” to partners, investors, allies and communities. He also highlighted the innovation of the SME base and being able to tap into it and into suitable investors.

The Hon Paul Papalia CSC MLA gave an update on the progress and preparations in Western Australia for AUKUS Pillar I. He noted for the UK audience in particular the similarities in capabilities and approach between HMAS Stirling and Faslane in the UK and the Australian Marine Complex Henderson and Devonport UK for the maritime sustainment elements.

The Hon Stephen Mullighan MP spoke of the importance of the development of Osborne for Pillar I and talked of the challenge of generating the 15-30,000 workforce in 15 years, highlighting the re-establishment of the TAFE system, the new Adelaide University and the co-developed Australian Submarine Agency Skills Academy as fundamental enablers.



Meeting with Lord Moynihan

Date:	Thursday 4 September 2025
Venue:	Houses of Lords, Houses of Parliament

Attendees:

The Right Honourable Lord Moynihan	Member of the House of Lords (1997 – present) Director of the London 2012 Olympic Board Chair of the British Olympic Association (2005 – 2012)
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Meeting summary:

The Deputy Premier met with The Right Honourable Lord Colin Moynihan (Lord Moynihan), Member of the House of Lords. Lord Moynihan was a rowing silver medallist, previous Chair of the British Olympic Committee and a Director of the London Organising Committee for the Olympic Games during 2012.

The meeting highlighted the importance of legacy in all planning for the Games and included the sporting legacy for the UK, and school and local community involvement.

Discussion also covered considerations in the London 2012 Budget and the challenges of security planning depending on national and global contextual factors at the time of hosting the Games.

The meeting provided key insights into stakeholder engagement during Games time, between key responsible parties and organisers, requirements of the IOC and the importance of an ambition and focus on legacy outcomes.

The meeting also provided the opportunity to attend a debate on a planning and infrastructure Bill in the House of Lords, as a guest of Lord Moynihan. The Bill covered planning regulation and the protection of sporting infrastructure and open spaces in the United Kingdom. This Bill is relevant to considerations of planning requirements and legacy for 2032. Lord Moynihan demonstrated his ongoing commitment to sporting legacy with his contribution to the Bill debate and emphasised the need for Brisbane 2032 Games planning to retain a strong focus on legacy outcomes, also acknowledging in his speech to the Lords the positive meeting with the Deputy Premier and the enthusiasm with which the United Kingdom would support in any way possible the delivery of a successful 2032 Games.



Meeting with the Australian High Commissioner to the United Kingdom

Date:	Thursday, 4 September 2025
Venue:	116 Pall Mall

Attendees:

His Excellency the Honourable Stephen Smith	Australian High Commissioner to the United Kingdom (UK)
Hon. Paul Papalia MLA	Minister for Defence Industry, Western Australia
Hon. Stephen Mullighan MP	Treasurer, South Australia

Meeting summary:

The Deputy Premier had the opportunity to engage with other State Government representatives on the sidelines of the Defence Catalyst, including South Australian Treasurer, Hon. Stephen Mullighan MP and Western Australian Defence Industry Minister, Paul Papalia MLC. His Excellency, the Hon. Stephen Smith acknowledged again in this discussion the important role that Australian States and Territories play in ensuring Australia has the necessary capabilities to defend itself against its strategic adversaries. His Excellency also acknowledged his excitement that the new Queensland Government was offering a more forward-facing and open policy position when it comes to attracting defence investment, highlighting in particular the Sovereign Industry Development Fund which will ensure Queensland remains competitive in offering opportunities to deliver strategic capabilities.



Australian British Defence Catalyst Program - Keynote Address

Date:	Thursday 4 September 2025
Venue:	116 Pall Mall

Attendees:

Summary:

In his address to the Catalyst conference the Deputy Premier took the opportunity to outline the State’s approach to driving economic investment and generating the opportunities for industry in the state. He outlined the three priority industry development sectors of defence, biomedical and biofuels. The Deputy Premier also promoted the strengths of Queensland businesses, the highly capable and resilient supply chains, promoted partnering approaches for industry development and outlined the strengths of Queensland for technology, innovation and a highly capable workforce.

The Deputy Premier outlined the landmark \$180.6 million Sovereign Industry Development Fund and encouraged the international audience present to not only look to Queensland for investment, but to look at collaborating with the new Queensland Government which is open for business and bringing the authorities, approvals and efficiencies to assist.



Catalyst Dinner

Date:	Thursday 4 September 2025
Venue:	Mansion House, Wallbrook, London

Meeting summary:

The Catalyst Dinner included an address by Sir Stephen Lovegrove, UK Prime Minister’s Special Representative on AUKUS about the important historical and strategic relationship between our two countries. The dinner also provided the opportunity to network with important representatives from both the UK and Australian defence industry, including Dame Penny Mordaunt, former UK Secretary of State for Defence who herself served in the Royal Navy Reserve. Dame Penny spoke about her affection for Australia and support for closer strategic ties between the United Kingdom and Australia.



Friday 5 September 2025 – London

Meeting and Site Visit with QinetiQ

Date:	Friday 5 September 2025
Venue:	QinetiQ, Cody Technology Park

Attendees:

Mr Richard Powell	UK Director Strategic Engagement (Maritime), QinetiQ
Mr Alan Hart	Managing Director of Science, Technology and Weapons, QinetiQ
Mr Graeme Bick	Chief Solution Architect, QinetiQ (Australia)
Mr Russell Maddalena	Campaign Director- Advanced Capabilities, QinetiQ (Australia)
Mr John Shimell	Chief Engineer Autonomy, QinetiQ
Mr Paul Gray	Head of BD Advanced Weapons, QinetiQ
Mr Warren Bartlett	Deputy Commissioner (UK), London, International Operations, Trade and Investment Queensland

Meeting summary:

QinetiQ was formed in 2001 when the UK Ministry of Defence separated its Defence Evaluation and Research Agency into two functions. QinetiQ was floated on the London Stock Exchange in 2006 and includes a presence in Australia. QinetiQ employs over 8,500 people providing technological and scientific expertise in relation to aircraft, cyber security, asset management, naval architecture and other technologies.

QinetiQ is the UK Ministry of Defence's Strategic Partner for Test and Evaluation and has a long-term agreement to provide T&E and training capabilities through to 2033. QinetiQ operates 16 Test Ranges and facilities in the UK on behalf of the Ministry of Defence with strong connections to University Research and Development programs also.

Key representatives from QinetiQ provided a detailed presentation on their capabilities and role. The meeting included discussion on speed of procurement processes in a rapidly changing global environment. The meeting highlighted the need for focus on more rapid development and testing of technology than has traditionally been the case - required in an evolving and increasingly volatile global environment.

QinetiQ also performs an independent assurer role to the Ministry of Defence where required on new products and technologies.

The Deputy Premier also toured part of the facility to hear about a new technology and view the physical set up of their research area.

This meeting provided an insight into new technologies being developed, how the UK is progressing its defence capabilities and readiness, and provided learnings for Queensland and discussion of key opportunities in the Australian market.

The meeting also covered opportunities for jurisdictions to support Australia's nationally led defence approach. The Deputy Premier emphasised Queensland's willingness to grow the Defence sector locally and provide employment and growth opportunities - looking for opportunities to partner and apply Queensland's strengths including Queensland's pro-business approach and the Sovereign Industry Development Fund.



Meeting with Sir Hugh Robertson MP, former Minister for Sport and Olympics and Minister of State for Foreign and Commonwealth Affairs

Date:	Friday 5 September 2025
Venue:	London Stadium

Attendees:

Sir Hugh Robertson MP	Previous Minister for Sport and Olympics during 2012 Games and Minister of State for Foreign and Commonwealth Affairs Member of the International Olympic Committee
Mr Warren Bartlett	Deputy Commissioner (UK), London, International Operations, Trade and Investment Queensland

Meeting summary:

Sir Hugh Robertson was a previous British Olympic Association (BOA) Chair and was appointed as a Member of the International Olympic Committee in 2024. He was the Minister for Sport and the Olympics during the London 2012 Games.

It was noted this meeting was as a result of the strong support provided by Australia in previous years - Sydney Games organisers had been willing to share knowledge to benefit the London 2012 Games and is now providing that same support to Brisbane 2032 organisers.

The meeting covered development of Games infrastructure and importance of adequate time for testing of venues prior to the Games. Noted strong support for the Delivery Model approach being pursued by GIICA, as it had proven successful with the London 2012 Games.

The meeting highlighted the housing legacy provided in Stratford and history of the area - regeneration and creation of housing and employment opportunities was a key legacy of the London 2012 Games. Discussed significant infrastructure now provided to a community connected to London - better transport, health, sporting and education infrastructure in an area that had previously experienced significant challenges.

The meeting also included the importance of the relationship with the AOC in the lead up to the Games to ensure a focus on athlete experience and performance.

The briefing also highlighted the opportunity for Brisbane in the lead up to, and after 2032 when the eyes of the world will be on Brisbane and Queensland, being a unique opportunity to showcase Queensland to the world and what it has to offer, ensuring the vision and legacy is clearly defined and unique to the Brisbane 2032 Games.

The meeting provided relevant insights related to Paris 2024 and Los Angeles 2028 - both have unique features and appeal to their local audiences, which will be key for Brisbane.

Also discussed was the importance of community participation in the Games - not just ticketed events, but opportunities for the community to view and participate in the Games and associated events and activations in what is a worldwide event with a local focus.



Meeting with Ms Stephanie Peacock MP, Parliamentary Under-Secretary of State, Minister for Sport, Media, Civil Society and Youth and Ms Uma Kumaran MP, Member for Stratford and Bow

Date:	Friday 5 September 2025
Venue:	London Stadium

Attendees:

Ms Stephanie Peacock MP	Member of Parliament for Barnsley East and Parliamentary Under-Secretary of State (Minister for Sport, Media, Civil Society and Youth)
Uma Kumaran MP	Member for Stratford and Bow

The Deputy Premier and delegation met with the Minister for Sport at the London Olympic Park, as well as the local Member of Parliament, to discuss Games legacy, community benefits delivered through sporting participation and infrastructure and the rejuvenation and opportunity delivered through the post-Games development of Stratford in East London.

Stephanie Peacock MP has responsibility for policy areas of sport, media, civil society, youth, ceremonials and gambling (in the House of Commons).

The meeting provided an opportunity to discuss strategic priorities including:

- strategic investment into Olympic and Paralympic sports
- development of the people and programmes that support athletes
- bidding for and staging major sporting events - with the aim of delivering economic and social benefits for the UK and supporting our athletes in their games preparation by hosting important qualification events on home soil. London is bidding to host the 2029 World Athletics Championships at the London Stadium, which has retained a legacy athletics track, while primarily being used as the home of the West Ham football club.
- building positive working relationships with international federations and sporting bodies.

The meeting provided valuable insights into legacy planning and delivery, the importance of designing infrastructure with the legacy use front of mind and the benefits that can be obtained for the community through investment in housing, sporting, transport and other infrastructure.



Meeting with London Legacy Development Corporation

Date:	Friday 5 September 2025
Venue:	London Stadium

Attendees:

Mr Graham Gilmore	CEO, London Stadium
Mr Edward Fane	Head of Business Development & Visitor Services, LLDC
Ms Kerri Blyberg	Senior External Affairs Manager
Mr Mark Camley	Executive Director of Estate and Neighbourhoods, LLDC
Ms Nadia Binkuweir	Head of Corporate Affairs and Communications, LLDC
Ms Carly Lewis-Oduntan	Communications and Corporate Affairs Officer, LLDC
Ms Anna Whitton	Director of Corporate Affairs, Get Living (East Village)
Mr Richard de Cani	Chief Officer, Global Business and Markets, Arup
Mr Murray Rowden	Managing Director – Global Head of Infrastructure, Turner & Townsend
Mr John Dyson	General Manager Australia, Mott MacDonald
Mr Dale Connor	Chief Executive Office and Chief Operating Officer, Construction, Lendlease UK
Mr Jason Oliver	Development Director, Lendlease UK
Mr James Bulley	CEO, Trivandi

The Deputy Premier and Queensland delegation met with the London Legacy Development Corporation (LLDC) at London Stadium in Stratford and received a tour around the Olympic precinct for London 2012. The delegation were able to get a firsthand account of the significant legacy delivered for London, particularly East-London. The site of the athletes' villages and the stadium were brownfield prior to redevelopment for the Games.

The LLDC was established in 2012, replacing the Olympic Park Legacy Company and the planning powers of the Olympic Delivery Authority. The meeting provided an opportunity to discuss the role of the LLDC post Games to deliver a legacy from with the key ambition of ensuring that the Olympic Park could be developed after the Games as one of the principal drivers of regeneration in East London. LLDC acts as the local planning authority for the London Olympic Park area and has powers to acquire land, develop local plans, and deliver infrastructure



Meeting with Brendan Nelson, President, Boeing Australia

Date:	Friday 5 September 2025
Venue:	Boeing

Attendees:

Dr Brendan Nelson AO	Senior Vice President, The Boeing Company and President, Boeing Global
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Meeting summary:

As a leading global aerospace company, Boeing develops, manufactures and services commercial airplanes, defence products and space systems for customers in more than 150 countries. Dr Nelson is responsible for Boeing’s global strategy and corporate operations outside of the United States, after joining Boeing in 2020.

The meeting was an opportunity to understand Boeing’s interest in expanding its presence and capabilities in Australia and how Queensland could help attract these opportunities. Boeing has a significant presence in Australia and Queensland and the meeting provided an opportunity to discuss Queensland’s sovereign defence industry capacity and capability.

The Deputy Premier highlighted Queensland’s openness to do business to benefit communities and the State economy, presenting a stable regulatory and business environment and a Government willing to engage with the private sector to grow priority industries, which are Defence, Biofuels and Biomedical.

The meeting also highlighted Boeing’s focus on education and capability development providing internships with Queensland universities across a range of disciplines.



Saturday 6 September 2025 – London

Betfred Championship – London Broncos v Bradford Bulls Game

Date:	Saturday 6 September 2025
Venue:	Cherry Red Records Stadium, London

Attendees:

Mr Grant Wechsel	Executive Chairman, MWG Mining
Mr Darren Lockyer	Shareholder, MWG Mining

Meeting summary:

Former Brisbane Broncos Captain Darren Lockyer and Grant Wechsel, Executive Chairman of MWG Mining have purchased a 90% stake in the London Broncos, having previously worked closely as business partners in mining operations. Mr Wechsel invited the Deputy Premier to attend a rugby league game between the London Broncos and the Bradford Bulls. The group discussed the importance of sport as a means of growing connections and building relationships between nations, and Mr Lockyer and Mr Wechsel also briefed the Deputy Premier on the exciting business opportunities that they, as Queenslanders, were pursuing abroad.

Sunday 7 September 2025 – Lausanne

Tour of Olympic Museum

Date:	Sunday 7 September 2025
Venue:	Olympic Museum, Lausanne

Meeting summary:

The Olympic Museum is home to more than 10,000 artifacts from throughout Olympic and Paralympic history, collecting and preserving large swathes of Games memorabilia. The Deputy Premier and Queensland delegation were given the opportunity to tour the Olympic Museum to understand the foundation of the International Olympic Committee in the late 19th century by Pierre de Coubertin, the establishment of the contemporary Olympic and Paralympic Games informed by its classical traditions, as well as to get a sense of the important role that Australia has played in the history of the Games.



Dinner hosted by the International Olympic Committee

Date:	Sunday 7 September 2025
Venue:	Royal Savoy Hotel, Lausanne

Attendees:

Mrs Mikaela Cojuangco-Jaworski	IOC member, IOC Coordination Commission for Brisbane 2032
Mr Christophe Dubi	Olympic Games Executive Director, IOC
Mr Ingmar De Vos	Member, IOC
Mr Pierre Ducrey	Sports Director, IOC
Mr Jean-Christophe Rolland	Member, IOC

Meeting summary:

The Deputy Premier and delegation met with members of the International Olympic Committee. This meeting provided an opportunity to discuss progress in implementation of the 2032 Delivery Plan, including in venue evaluation and planning, procurement and design activities.

The Deputy Premier updated attendees on the recently signed Intergovernmental Agreement with the Australian Government as well as activities being undertaken by the Games Independent Infrastructure and Coordination Authority (GIICA) on venue delivery.

The meeting provided a valuable opportunity to provide key updates as well as to strengthen relationships between the Queensland Government and the IOC as the parties continue to work closely together to plan for a successful 2032 Games.

The Deputy Premier also reiterated the Crisafulli Government's commitment to the 2032 rowing events being hosted in Rockhampton to Mr Jean-Christophe Rolland, Head of World Rowing who was receptive, and discussed the technical assessments which are currently underway.

Monday 8 September 2025 – Lausanne and London

Breakfast meeting hosted by the International Olympic Committee

Date:	Monday 8 September 2025
Venue:	Olympic House, IOC Headquarters

Attendees:

Mr Christophe Dubi	Olympic Games Executive Director, IOC
Mr Pierre Ducrey	Sports Director, IOC
Mr Christian Klaue	Director of Corporate Communications and Public Affairs (IOC)

Meeting summary:

The Deputy Premier and delegation met with senior IOC representatives, and the meeting provided an opportunity to discuss venues being built for legacy and to meet the long-term needs of the community as well as to host Games events.

The meeting highlighted how Queensland will benefit from ongoing venue investment decisions, with the new and upgraded venues made available for use during the 2032 Olympic and Paralympic Games.

Discussions covered considerations for the 2032 Sport Programme which will be decided by the IOC and International Paralympic Committee (IPC) in the second half of 2026. Brisbane 2032 is currently working closely with the IOC and International Federations (IFs) to ensure they are involved in the planning of the new and upgraded venues committed to in the Crisafulli Government's 2032 Delivery Plan. The meeting also provided a valuable opportunity to discuss recent and upcoming visits by IF representatives to gain insight into IF event delivery requirements and for the IF representatives to meet with key Games Delivery Partners.

The meeting provided an opportunity to discuss Games requirements, the Queensland Government's infrastructure legacy ambitions and to strengthen engagement and collaboration between the Crisafulli Government and IOC.



Meeting with IOC: Marie Sallois and Julie Duffus

Date:	Monday 8 September 2025
Venue:	Olympic House, IOC Headquarters

Attendees:

Ms Marie Sallois	Director Corporate and Sustainable Development, IOC
Ms Julie Duffus	Head of Sustainability, IOC

Meeting summary:

The Deputy Premier and delegation met to discuss the legacy and sustainability approach for the 2032 Games, including the Queensland Government’s focus on getting on with building infrastructure to ensure delivery ahead of the Games.

The Deputy Premier highlighted the Crisafulli Government’s strong focus on legacy outcomes, offering and update to IOC representatives on the progress of the *GamesOn!* program and the benefits this is providing at a grassroots level to local communities across Queensland.

The meeting discussed opportunities for ongoing and regular updates as momentum builds in Games planning, across infrastructure and operations.

Key insights were shared on IOC focus and approach and learnings from other Games, providing ongoing knowledge transfer for the 2032 Games.



Meeting with Kirsty Coventry, IOC President

Date:	Monday 8 September 2025
Venue:	Olympic House, IOC Headquarters

Attendees:

Ms Kristy Coventry	President of the International Olympic Committee (IOC)
Ms Mikaela Cojuangco Jaworski	IOC Coordination Commission for Brisbane 2032
Mr Christophe Dubi	Olympic Games Executive Director, IOC

Meeting summary:

The Deputy Premier and delegation met with Ms Kirsty Coventry, President of the International Olympic Committee, as well as key senior IOC officials to provide updates on Games infrastructure planning and delivery in accordance with the 2032 Delivery Plan, as well as to provide a copy of the recently signed Intergovernmental Agreement between the Australian and Queensland Governments.

This meeting provided a valuable opportunity to strengthen existing dialogue between the Queensland Government and the IOC. Updates were provided on key projects including the new main Stadium at Victoria Park, with the Queensland Government acknowledging the importance of regular and ongoing updates on progress, with the Brisbane 2032 Organising Committee.



DSEI Team Australia Function

Date:	Monday 8 September 2025
Venue:	Australia House, The Strand, London

Attendees:

His Excellency The Honourable Stephen Smith	Australian High Commissioner to the United Kingdom (Host)
Air Commodore Matt Harper RAAF	Head of Australian Defence Staff (HADS) - London
Mr Justin Giddings	Chief Executive Officer, AMDA (Event sponsor)

Meeting summary:

His Excellency the Hon Stephen Smith, Australian High Commissioner to the United Kingdom hosted a Reception for the DSEI attendees at the Australian High Commission. A semi-formal event the Deputy Premier was able to meet and have discussions with industry and Defence representatives. Of note he met with:

- Air Marshal Leon Phillips OAM, Chief Guided Weapons and Explosive Ordnance Enterprise, Australian Defence Force. Air Marshal Phillips explained the range of capabilities and industry development priorities that the ADF is pursuing for guided weapons, missiles and explosive ammunition. He discussed the capabilities of interest of Queensland manufacturers and of Queensland SMEs who are contributors of note to supply chains.
- Major General Jason Blain DSC AM, Head Land Systems Division, Capability Acquisition and Sustainment Group, Australian Defence Force. Discussion focused on the shift of the Army's heavy armoured fighting vehicle and support capabilities to Townsville. The support and sustainment analysis work undertaken by the Department was highlighted and opportunities and initiatives to best support the sustainment of these capabilities in Townsville was also discussed.

The Deputy Premier also met informally with a number of Queensland industry representatives including from Hypersonix, Black Sky Industries, NIOA, Raider Targetry, Ferra, Machine Genes, Gilmour Space and J3Seven.



Tuesday 9 September 2025 – London

Meeting with Lord Hugo Swire, Deputy Chair of Commonwealth Enterprise and Investment Council

Date:	Tuesday 9 September 2025
Venue:	Houses of Parliament

Attendees:

Lord Hugo Swire	Deputy Chair, Commonwealth Enterprise and Investment Council (CWEIC)
Ms Katy Rengel	Second Secretary, Australian High Commission, London
Mr Warren Bartlett	Deputy Commissioner (UK), London, International Operations, Trade and Investment Queensland

Meeting summary:

The Commonwealth Enterprise and Investment Council (CWEIC) has an official mandate from the Commonwealth Heads of Government to facilitate trade and investment throughout the 56 Commonwealth member nations. The role of CWEIC is to use the convening power and trusted network of the Commonwealth, which is led by His Majesty the King, to drive trade and investment.

The Deputy Premier met with CWEIC Deputy Chair Lord Swire at the House of Lords to discuss opportunities to deepen Commonwealth-Queensland relationships.

The meeting discussed opportunities for further collaboration as Queensland prepares to host the 2032 Olympic and Paralympic Games, which will help drive investment, tourism and international engagement.

The meeting included a tour of the historic House of Lords and in-depth discussion on opportunities to enhance trade links, showcasing Queensland’s investment potential in infrastructure, tourism, manufacturing, defence, biomed, biofuels and other key industries and sectors.



DSEI Conference

Date:	Tuesday 9 September 2025
Venue:	ExCel London

Meeting summary:

At the Defence and Security Equipment International (DSEI) Exposition, the Deputy Premier had the opportunity to appreciate the scale and diversity of the international Defence industry in Europe and the United Kingdom. He met with the leadership of Team Defence Australia (TDA), the Australian Department of Defence organisation responsible for supporting and promoting Australian defence industry into international markets to understand the focus and support of the international engagement activities. TDA supported 132 Australian companies, of which 26 were from Queensland.

In touring the exposition he was able to view the range of capabilities being presented and understand where many were in service with the Australian Defence Force; and where Queensland and Australian industry was actively engaged in the manufacture and sustainment of them.

The Deputy Premier met with all Queensland businesses in attendance and received briefings from a number of companies including Black Sky Industries, CISTECH, EM Solutions, EPE, Insitu Pacific, NIOA, PWR, Raider Targetry, and Skyborne Technologies. He was able to hear from them about the opportunities in the international, UK/European and Australian markets and the importance and value of participating in trade shows, both internationally and domestically to pursue these opportunities. He was able to reinforce to all Queensland attendees that industry development and promoting the profile of Queensland industrial capability was a high priority for the Crisafulli Government.





Meeting with Tom Tizard, General manager Australia, MBDA

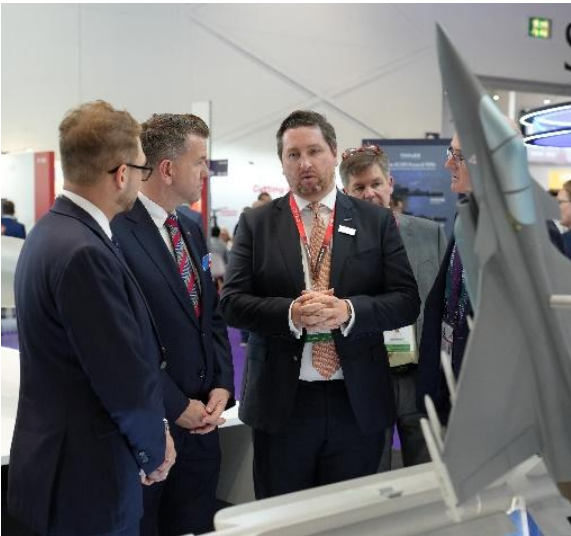
Date:	Tuesday 9 September 2025
Venue:	ExCel London

Attendees:

Mr Tom Tizard	General Manager, Australia, MBDA
Axel Stoeller-Rimbault	IIC Head of Future Products, Sales and Business Development, MBDA
Jordan Hathaway	Export Sales Manager, MBDA
Rose Healy	Strategic Procurement Hub, Major Equipment Procurement, MBDA

Meeting summary:

The Deputy Premier received a briefing from UK missile manufacturer, MBDA, and discussed with them their current and potentially growing presence in Australia and the opportunity to include Queensland companies in their national and global supply chain.



Wednesday 10 September 2025 – Paris

Meeting with Etienne Thobois, Director-General of the Paris Organising Committee (Paris 2024)

Date:	Wednesday 10 September 2025
Venue:	OCO Global

Attendees:

Mr Etienne Thobois	Director General of the Paris Organising Committee (Paris 2024)
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Meeting summary:

The Deputy Premier and delegation met with Etienne Thobois, the Director-General of the Paris Organising Committee, to gain key insights from Paris 2024 planning and delivery relevant to the 2032 Games. The meeting provided a wide range of information and learnings, with a commitment to ongoing sharing of information, as is already occurring through the Brisbane 2032 Organising Committee.

Key messages shared include having a clear legacy vision and ambition - for Paris, this was through the "Games wide open" theme. Through this vision, the Paris 2024 Organising Committee enabled a range of activities and programs designed to increase community engagement in the lead up to, and during the Games. This included the Urban Park concept, the marathon which gave members of the public the ability to run the same route as Olympic competitors during the Games period, free spectator access to the road race, school education and participation.

Paris 2024 planned to maximise the use of existing and temporary infrastructure. Those temporary venues were set among some of the world's most iconic landmarks, taking sport out of its traditional spaces and bringing it to the heart of the city and communities.

When it came to venue development, the Organising Committee focused on guaranteeing a second life for equipment used, with the majority of recipients identified prior to the Games to leave a lasting legacy.

The meeting also provided information on venue ticketing and transport integration to create seamless spectator experience, supported by volunteers. Volunteer identification and recruitment were discussed, including a focus on training and creation of long-term employment benefits.

Detailed and insightful knowledge was shared on the successful delivery of the most recent Games, at a critical time for the 2032 Games planning, with many venues in the planning and procurement phases.



Meeting with Laurent Nunez, Prefect of Police of Paris

Date:	Wednesday 10 September 2025
Venue:	11 rue des Saussaies 75008 Paris

Attendees:

Laurent Nunez	Prefect of Police of Paris
Mr Timothy Jolly	Detective Superintendent, Senior Officer Paris, International Command, Australian Federal Police (AFP)

Meeting summary:

The Deputy Premier met to discuss Games security operations and potential considerations for the 2032 Olympic and Paralympic Games (2032 Games) based on the Paris 2024 Olympic and Paralympic Games (2024 Games) model with the Prefect of the Paris Police, Mr Laurent Nunez.

The meeting provided valuable learnings for 2032 Games delivery including:

- coordination of security operations across police services and private security providers
- overseeing the implementation of risk mitigation strategies, including counterterrorism, cyber security, and crowd safety
- managing venue security planning, including for high-profile sites and temporary venues
- coordinating with international partners, including the deployment of liaison officers and intelligence-sharing arrangements
- ensuring the integration of transport, emergency services, and public communication systems into the Games-time security framework.

The meeting provided key insights into the French Government’s security coordination model for the 2024 Games, including inter-agency planning and operational delivery; the Queensland delegation was afforded information so that they could understand how the Prefecture managed risks associated with open-air venues, urban transport hubs, and large-scale public gatherings; and identifying opportunities for best practices in security governance, including the role of a central coordinating authority during the Games operational period.



Thursday 11 September 2025 - Paris

Meeting and Breakfast Function hosted by Ms Lynette Wood, Australian Ambassador to France

Date:	Thursday 11 September 2025
Venue:	Australian Embassy, Paris

Attendees:

Ms Lynette Wood	Australian Ambassador to France
Companies represented	Accor, Bouygues, Egis, Equans, GL Events, Keneo, Suez, Veolia, Vinci

Meeting summary:

The Deputy Premier and delegation met with Lynette Wood, Australian Ambassador to France, who also hosted a roundtable discussion in relation to infrastructure investment opportunities for key French companies in Queensland's capital pipeline and the 2032 Olympic and Paralympic Games.

The Deputy Premier briefed attendees on the 2032 Delivery Plan, Queensland investment opportunities including the Gabba Entertainment Precinct.

The roundtable event included a number of companies that specialise in infrastructure and transport development or major event delivery, with many involved in delivery of key sites and facilities, or delivery of operations, for the Paris 2024 Olympic and Paralympic Games and the ongoing legacy program.

The Deputy Premier highlighted the opportunity to support future major events, such as the 2032 Games, where they can bring their expertise from Paris 2024, as well as in the \$116.8 billion capital pipeline delivering generational infrastructure across a range of sectors.

The meeting also provided an opportunity to emphasise the work Trade and Investment Queensland is doing with companies in attendance to support their investment interests in Queensland.



Meeting and Australian Federal Police, International Command - Paris

Date:	Thursday 11 September 2025
Venue:	Australian Embassy, Paris

Attendees:

Mr Timothy Jolly	Detective Superintendent, Senior Officer Paris, International Command, Australian Federal Police (AFP)
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Meeting summary:

The Deputy Premier and delegation met with Detective Superintendent Timothy Jolly, Senior Officer Paris, Australian Federal Police

The AFP Paris Post was opened in November 2023 and a Protocol on Technical and Operational Cooperation was signed with the Police Nationale and Gendarmerie Nationale (the two law main law enforcement institutions in France).

The meeting was an opportunity to hear about how the AFP Paris Post facilitated the deployment of AFP officers to France to support the Paris 2024 Olympic and Paralympic Games. This provided valuable insights into what was a Games first, where the French Government invited law enforcement agencies from some 40 countries, including Australia, to contribute to the Games' security footprint.

The meeting provided shared learnings into the French Government's security coordination model for the Paris 2024 Games, including inter-agency planning and operational delivery, which will be relevant to planning for the 2032 Games, as well as understanding leading practice in security governance and the role of a central coordinating authority during the Games operational period.



Meeting with Flying Whales

Date:	Thursday 11 September 2025
Venue:	Pullman Paris Tour Eiffel

Attendees:

Sebastien Bougon	President, Flying Whales
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Meeting summary:

The Deputy Premier and delegation met with Flying Whales to understand more about the project and technology, and the potential to establish a presence in Queensland.

Flying Whales is considering the establishment of Flying Whales Services Australia.

Flying Whales was founded in 2012 by Sébastien Bougon and is a French aeronautic start-up developing an airship designed to be an environmentally friendly solution for transporting heavy loads without ground-based infrastructure. The meeting provided an opportunity to discuss and see a presentation about the airships’ potential to lift 60 tonnes and support industries such as defence, mining and the movement of housing infrastructure.

It was discussed at the meeting that Flying Whales is backed by the French and Quebec Governments in a Public Private Partnership model and is seeking opportunities for investment from Australia following meetings with the Queensland Government during 2024.

The meeting provided information into an emerging business and technology and provided the opportunity to share the benefits of setting up a business and operations in Queensland, and the Deputy Premier suggested Flying Whales connect with the Department of State Development, Infrastructure and Planning to determine whether they may be eligible to apply for the Sovereign Industry Development Fund

Meeting with Marie Barsacq, French Minister for Sport and Olympic and Paralympic Games

Date:	Thursday 11 September 2025
Venue:	95 avenue de France

Attendees:

Madame Marie Barsacq	French Minister for Minister of Sports, Youth and Community Life
Ms Ruth Stone OAM	Deputy Head of Mission, Australian Embassy, Paris
Mr Braeden Sides	Policy Advisor, Australian Embassy, Paris

Meeting summary:

The Deputy Premier and delegation met with Ms Marie Barsacq, French Minister for Sport. The Minister was appointed to her current position on 24 December 2024, following a career in sport governance and development, including having previously served as Executive Director for Impact and Legacy on the Paris 2024 Organising Committee.

The meeting provided insights into the French Government’s approach to sport policy and legacy planning for the 2024 Olympic and Paralympic Games, as well as how national sport initiatives, such as Génération 2024 and Impact 2024, were integrated into Games delivery and community engagement.

Information shared included opportunities for collaboration on inclusive sport access, youth engagement, and physical activity promotion, particularly in relation to the Crisafulli Government’s *Games On!* Program.

The Ministry of Sports, Youth and Community Life (the Ministry) is responsible for national policy on sport, youth engagement, physical activity, and community development. The Ministry played a central role in the delivery and legacy planning of the 2024 Olympic and Paralympic Games, working alongside the Paris 2024 Organising Committee and Solideo, the French Olympic delivery authority. Key initiatives for the 2024 Games included:

- coordinating the national sport strategy to ensure Games infrastructure aligned with long-term community and elite sport goals.
- supporting the development of high-performance venues and local sport infrastructure across France.
- leading the rollout of 30 minutes of daily physical activity in schools, now embedded in national education policy.
- administering the Génération 2024 label (now Génération 2030) to promote Olympic values in schools and youth programs.
- overseeing the Impact 2024 fund, which financed over 1,000 community sport and inclusion projects.
- facilitating the reopening of the Seine and Marne rivers for public swimming, a key environmental legacy of the Games.
- promoting inclusive sport access, with increased participation from people with disabilities and traditionally underrepresented groups.



Meeting and site visit with GL Events

Date:	Thursday 11 September 2025
Venue:	Stade de France

Attendees:

Mr François-Régis Picolet	International Development Director, GL Events
Mr Bruno Lartigue	Director of Institutional Relations, GL Events
Ms Sophie Clere	Head of International Tenders, GL Events
Ms Joana Ribeiro	Translator, OCO Global

Meeting summary:

The Deputy Premier and team met with GL Events to discuss their experience supporting the Paris 2024 Games as operators of Stade de France and also to share information on the progress of the delivery of the 2032 Games.

Representatives also attended a site visit of the Stade de France venue, used for the 2024 Games, to discuss GL Events’ involvement in operational support for the 2024 Games.

The meeting provided an opportunity to tour Stade de France, France’s largest stadium, located in Saint-Denis, which was upgraded to host athletics events. The upgrades included improved spectator experience, enhanced energy efficiency, and modernised lighting and screen system. The meeting also provided a valuable opportunity to hear about the investments made in transport infrastructure, including the extension of Metro Line 14, improving north-south connectivity .as well as other transport linkages to the venue, a subject relevant to 2032 Games planning involving upgrade of existing venues and development of new transport infrastructure in time for the Games.

GL Events provided detail on their engagement by the Paris 2024 Organising Committee as an official partner and overlay provider for the 2024 Games, which involved providing products and services relating to the planning, design, supply, installation and on-site integration of multi-purpose structures, interior fixtures and fittings, grandstand seating, broadcast lighting, rigging and scaffolding.

GL Events has also recently been awarded a 30-year concession by the French government to operate the Stade de France, and so the meeting was an opportunity to hear from an international venue operator about management, operations and venue maintenance.



Cultural reception hosted by the Australian Ambassador to France

Date:	Thursday 11 September 2025
Venue:	Australian Embassy, Paris

Attendees:

Ms Lynette Wood	Australian Ambassador to France
Mr Pierre-Andre Imbert	Ambassador of France to Australia

Meeting summary:

The Deputy Premier and team attended a networking reception, hosted by Ms Lynette Wood, Australian Ambassador to France, to celebrate the cultural connections between France and Australia, including those activities supported by the Australia-France Roadmap.

The Roadmap commits Australia and France to establishing a French-Australia cultural exchange foundation/initiative in both Australia and France focused on developing ties between arts and culture institutions, particularly through artistic residence programs.

In 2023, Australia and France signed a Declaration of Intent (DoI) to increase sporting cooperation. The DoI is focused on sharing best practice in organising major sporting events, reducing the environmental impacts of sporting infrastructure and promoting the sports industry in both nations, which is important in the lead up to the 2027 Men’s and 2029 Women’s Rugby World Cup in Australia, and the Brisbane 2032 Olympic and Paralympic Games.

France and Australia also committed sharing expertise on sports science and research, ethics, anti-doping and corruption, training and coaching, and the promotion of women’s sports and parasports.

The reception was attended by approximately 50 representatives from the arts and culture sectors, as well as key stakeholders from the French Government, including Mr Pierre-André Imbert, Ambassador of France to Australia.



Friday 12 September 2025 - Paris

Meeting and Site Visit with Artelia

Date:	Friday 12 September 2025
Venue:	Artelia Headquarters and Games Village site

Attendees:

Mr Didier Lanfranchi	Deputy CEO of Artelia Group
Mr Alexis Decker	Focal Point for Paris 2024 Olympics
Mr Matthieu Bonnet	Asia-Pacific Regional Managing Director
Ms Joana Ribeiro	Translator, OCO Global

Meeting summary:

The Deputy Premier met with Artelia which provides development and construction services across design, project management and asset management services covering the entire life cycle of assets. Artelia is one of Europe's top 15 construction engineering companies and provides customers with a network of agencies and subsidiaries. The Group is present in 40 countries in Europe, Africa, the Middle East, Asia-Pacific and America.

The Village hosted 14,500 athletes during the Olympics and 9,000 during the Paralympics. The Village was designed for conversion into housing units, offices, and community facilities post-Games. Almost 40 per cent of this accommodation is set to be turned into social housing.

Artelia provided project management for the construction phase of the Athletes Village (over 30,000 m² of floor space) and the refurbishment of the Maxell Hall, which served as a support building (polyclinic, fitness centre, information centre) during the 2024 Games.

Artelia hosted a site tour of the Games village, demonstrating the ongoing process of conversion from Games mode to legacy use. The tour also highlighted spaces used for temporary Games overlay, including the transport hub, as well as consideration of security requirements and athlete experience.



Meeting with Yann Krysinski, Directeur General Executif of SOLIDEO

Date:	Friday 12 September 2025
Venue:	Artelia Offices

Attendees:

Mr Yann Krysinski	Directeur Général / Chief Executive Officer at SOLIDEO
Ms Joana Ribeiro	Translator, OCO Global

Meeting summary:

The Deputy Premier and delegation met with the CEO of SOLIDEO, which was established by the French Government in 2017 as the public authority responsible for financing, supervising, and delivering all permanent infrastructure required for the 2024 Games. SOLIDEO’s remit for the 2024 Games included:

- direct oversight of major Olympic construction projects, such as the Athletes Village, Aquatics Centre, and Media Village.
- supervision of execution for additional Olympic and Paralympic works, including upgrades to existing venues and public realm improvements.

SOLIDEO’s program budget was financed by public and private-sector appropriations. With a Board of 38 Directors, SOLIDEO was overseen jointly by the Minister for Public Action and Public Accounts, the Minister for Local Authority Relations and the Minister for Sports. Discussions included SOLIDEO’s operating model which includes:

- a centralised delivery authority with legislative backing.
- close coordination with the Paris 2024 Organising Committee, local governments, and private sector partners.
- use of planning law exemptions to accelerate delivery of Venue projects in time for the 2024 Games.

The meeting enabled sharing of information on SOLIDEO’s approach to Games and legacy planning, including the conversion of Games venues into community assets.

Following the Games, SOLIDEO is looking ahead to this new stage, which is essential to the full achievement of the Olympic and Paralympic project, to ensure the lasting legacy of the Games for the benefit of the regions.



Meeting and Site Visit with Egis

Date:	Friday 12 September 2025
Venue:	Adidas Arena

Attendees:

Ms Joana Ribeiro	Translator, OCO Global
Mr Diogo Taddei	Head of Sports & Events, Egis
Mr Jerome Frecaut	Director of Institutional Relations, Egis
Ms Joana Ribeiro	Translator, OCO Global

Meeting summary:

The Deputy Premier and delegation met at the Adidas Arena in Paris for a site tour. The Adidas Arena, located at Porte de la Chapelle in Paris, was constructed as a new venue for the 2024 Games hosting a range of events. Post-Games, the Adidas Arena has been repurposed as a legacy venue for cultural events and is the home of Paris Basketball Club.

The meeting noted the range of services Egis offers including consultancy, design and engineering. This included services to support venues for Paris 2024. Egis is currently engaged in the modernisation of 16km of critical roadway (RD1091) in France to support the 2030 Winter Olympic Games.

The Australian Olympic Committee (AOC) has also appointed Egis as engineering consultants and infrastructure operators through to 2026.

The meeting provided a valuable opportunity to visit the newly constructed Arena venue, which was in the midst of set up for a sporting event. This tour provided important insights into Arena venue construction, operation and maintenance relevant to Queensland's plans for the Gabba Entertainment Precinct and Sunshine Coast Arena/convention centre which are in the planning stages.

