

# Annual Report 2022 - 2023



Next25™

## Acknowledgement of Country

Next25 acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea, and community. We pay our respect to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Next25 uses the terms Aboriginal and Torres Strait Islander people/s and First Nations people/s throughout this report but does not intend to reduce or imply homogeneity among the distinct Nations, languages and cultures that make up our shared lands.

For more information see [next25.org.au](https://next25.org.au), and if you have any questions or comments, please email [chloe@next25.org.au](mailto:chloe@next25.org.au).

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# The Year That Was

## Letter from our Chair – Alexandra Burt

Steady-as-she-goes. That’s how I would characterise the past year for Next25. And in what is called by many an era of uncertainty, being able to stick to our established course and make progress that is fully in line with our plans demonstrates both success and maturity.

It is with pride and much gratitude to all involved that I present the 2022/23 Next25 Annual Report, which details the steps we have taken over the past year towards our mission of ensuring that Australia has what it takes to make the future its people want.

Since refining our mission and our theory of change over the past couple of years, 22/23 gave Next25 a chance to consolidate and focus on carrying out the work. Next25’s ability – and need – to continuously test and learn is never absent, and this much-needed focus period has enabled us to refine our research and our initiatives, increasing their relevance and value.

In this period, we have welcomed new team members into the organisation – in research and programs – and their take-up of their respective roles has been swift and intelligent, enabling them to make a positive contribution right off the bat.

The Board has also worked with this small but accomplished team on succession planning and building the capability internally to support moving into the next phase of the organisation’s leadership (more on that in the 2023/24 report).

In inviting you to read this annual report, I would like to take this opportunity to thank our team and our Board. Being small has its advantages, but it also comes with challenges and I am grateful to all, particularly the team, for tackling every challenge that has come their way with humility and faith. We had the great pleasure of welcoming new alternate director Professor Merlin Crossley, Deputy Vice-Chancellor (Academic Quality) of UNSW to the board table and we thank UNSW whose partnership this year has been absolutely integral to our success.

I also would like to thank all our supporters, especially those who play a financial role in supporting the organisation and its work. We strive to ensure that your investment is respected and used as wisely and impactfully as possible and we simply wouldn’t be here without you.

Next25 continues to be a refreshing, necessary and valuable organisation in Australian society. It feels good to write of steadiness, focus and maturity. They’re not big buzzwords, but they reflect what is needed in Australia, and the world, right now and I’m incredibly proud that they are the hallmarks of what has been a terrific year for Next25.



**Alexandra Burt**  
Chair of the Board

## Board of Directors



**Nigel Andrade**  
Partner and Member of  
the Board of Directors,  
Kearney



**Ralph Ashton**  
Executive Director,  
Next25



**Attila Brungs**  
Vice-Chancellor and  
President, UNSW Sydney



**Merlin Crossley**  
Deputy Vice-Chancellor  
(Academic Quality), UNSW  
Sydney and Professor of  
Molecular Biology



**Rachael Peck**  
Principal, Peck Von Hartel  
Architects



**Taryn Williams**  
Tech Entrepreneur, Founder  
and Board Member

## Letter from our Executive Director – Ralph Ashton



**Ralph Ashton**  
Executive Director

“Ensuring Australia has what it takes to make the future its people want.” Next25’s mission is as pertinent today as it was when we began 12 years ago.

Of the five opportunities we’ve identified to improve how Australia makes its future (see page 10), enabling constructive discussion has loomed large over the last 12 months as the national conversation has focussed on Aboriginal and Torres Strait Islander People, the cost of living, Australia’s role in its neighbourhood, climate change and the energy transition.

These are fundamental issues for our future. But they’re also contested. And, as our research shows, Australia struggles when it comes to discussing contested topics. As a society, we still have significant work to do.

What are we as a society if we don’t identify, debate, and decide big issues that will shape our collective future? What are we as a nation if we can’t implement our decisions, turning ideas into outcomes?

In the early years, my dream for Next25 was that we would identify and improve weaknesses in the way Australia makes its future. But one organisation can do only so much. And, based on our early research, I knew Australians (even those in powerful positions) felt disempowered. The danger with disempowerment is it can lead to disengagement, apathy, and giving up. So, I wanted to create a chain reaction - inspiring and emboldening people we engage with to take action.

In many ways, 2022-23 was the year Next25 hit its straps. We updated our research strategy and published important findings, especially on enabling constructive discussion in Australia. We strengthened our transformational work supporting parliamentarians through Next25 Leadership. Sparked by alumnae of Leadership, we built our new initiative, Transforming Parliament for Women. And we continued the development of our next initiative, on constructive discussion.

It is fitting that during such a pivotal year, we also laid the foundations for leadership succession. This will be my final annual report as Executive Director. I am proud that we have brought an idea, a concept, a dream to the point where a new leader can take the reins. I am thrilled that Chloë Spackman will be writing next year’s annual report as our inaugural CEO.

Thank you to my fellow directors for all your support, especially as we implemented the leadership transition. Thank you to our Research Committee. Thank you to the thousands of people who engage with us through our research, initiatives, and communications. Thank you to our university partners, UNSW and UTS. And thank you to our financial supporters who make our work possible. Collectively, it is your participation in and contribution to Next25 that energises and encourages us.

# The Numbers

32

eDM newsletters sent

7,404

subscribers

79

alumni of our Leadership initiative

8%

of all sitting parliamentarians are Leadership program alumni

8

participants in Transforming NSW Parliament for Women

1 in 5

NSW women parliamentarians participated in the inaugural Improving Democracy: Transforming NSW Parliament for Women program

6

parliamentarians coached

100%

of participants would recommend our Leadership and Improving Democracy: Transforming NSW Parliament for Women programs to colleagues

2

activation events with state governments

2

workshops for Leadership alumni

2

new hires – a Senior Research Analyst and a Program Manager

2

articles published in international media

1

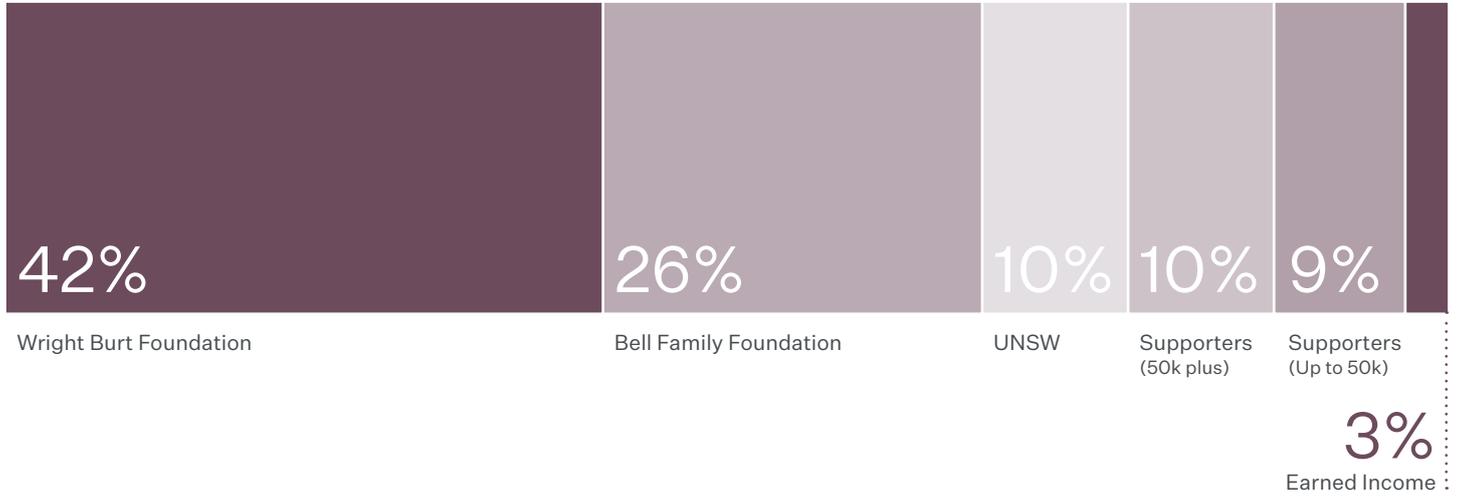
submission to Federal Government

80%

of participants rate the value of Leadership as 8 out of 10 or above

In the 2022/23 financial year Next25 received income of \$966k broken down as follows:

**Income By Type**

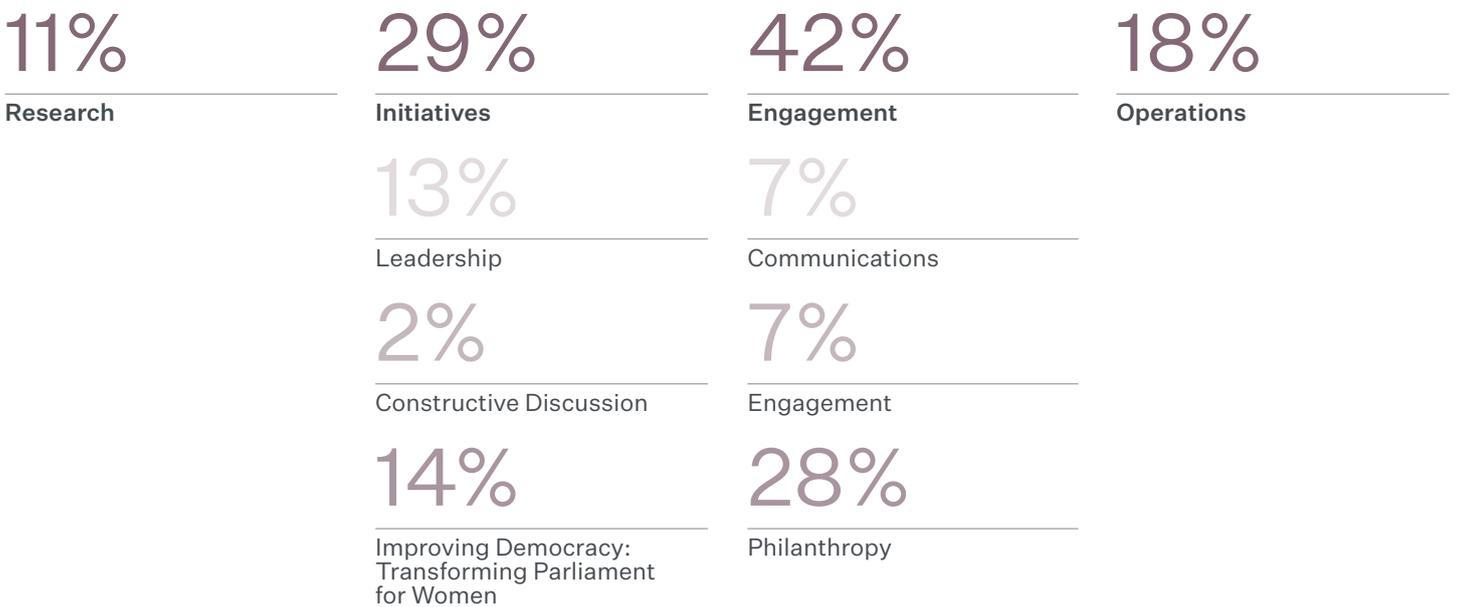


In the 2022/23 financial year Next25 incurred expenses of \$840k broken down as follows:

**Expenses By Type**



**Expenses By Program**



# Improving How Australia Makes Its Future

Next25 is an independent think-and-do tank. Our mission is to ensure Australia has what it takes to make the future its people want. With rigorous research, trusted engagement, and ground-breaking initiatives, we uncover and address levers to shift deep contributing factors of Australia's biggest issues.

We continue to test, learn, and adapt to ensure we are contributing to Australia having what it takes to make a strong future. This is our think-and-do tank model:

## THINK: Our Research

**We engage the public and experts to answer three big questions:**

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**Q1.** What's the future Australia wants?

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**Q2.** Are we on track?

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**Q3.** If not, what are the deep contributing factors of Australia's underperformance and levers to shift them?

## DO: Our Initiatives

**We work with others to improve how Australia makes the future:**

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– We build game-changing initiatives around levers that address the deep contributing factors of Australia's underperformance

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– We engage leaders and the public so they understand what's at stake, see that better is possible, want to contribute to the solution, and know where to start

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– We support leaders to build their own initiatives

# THINK: Our Research

## An updated research strategy

In 2023, building on the strong foundations established with our Navigator and Recoded research programs, we updated our research strategy under our new Senior Research Analyst. There are three parts: research objectives, research paradigm, and the research program.

Ensuring that Next25's research is fit for purpose requires a considered answer to a fundamental provocation – why do we do research? In response, Next25 conducts research and each output is designed to achieve one, or are a combination, of the following six objectives.

- 1. Problem Validation** – that Australia does not have what it takes to make the future its people want
- 2. Understand Problem and Galvanise Key Actors** – to determine what is most urgent, relevant, and who has the most at stake
- 3. Identify Levers and Assemble Key Systems Actors** – to identify potential actors and levers for change through our research into deep contributing factors
- 4. Support Action** – to inform Next25's engagement and initiatives
- 5. Evaluate Progress** – to consider our effects in the wider future-making system
- 6. Contribute to Theory and Practice of Future-Making** – give back to the system

Next25's research paradigm is pragmatic, and our knowledge contributions use a range of practical strategies to effect change. These strategies underpin a hybrid, mixed methods research model and include the use of surveys, semi-structured interviews, case studies, and transdisciplinary methods.

Next25 is also challenge-led and responds to current problem spaces and challenges across society, and where possible, co-creates knowledge with relevant partners. Next25's research is integrated through its think-and-do model.

## Our refined suite of research programs

Collectively, our research answers our three Think Tank questions, supports action in our Do Tank, and contributes to our wider impact and engagement. Under our refined strategy, our research programs include:

- 1. Navigator:** Collects and analyses data to know if we're on track to the future Australia wants and where the gaps are.
- 2. Recoded:** Engages experts and decision-makers to identify and understand opportunities to improve how Australia makes its future, and then guides the development of initiatives to address them.
- 3. Praxis:** Documents our method, impact, and lessons so we can improve our approach and so others can draw on our experience.
- 4. Impact and Engagement:** Contextualises our research and initiatives through case studies, extends our insights through comparative analysis, and makes our research widely available and digestible.



# What are the levers to shift deep contributing factors of Australia's biggest issues?

Building on a decade of work to restore Australians' trust in government, Next25's research identified four additional levers to shift deep contributing factors of Australia's underperformance.

- 1. Galvanising National Identity:** Articulate an honest, inclusive, and inspiring national identity that everyone can subscribe to despite our differences
- 2. Benchmarks Beyond GDP:** Define national success on not only economic but also social and environmental factors
- 3. Constructive Discussion:** Become better at constructively discussing complex and contested issues despite our varied experience and perspectives
- 4. Engaged Decision-Making:** Enable Australians to contribute to, and feel represented by, the decisions made on their behalf
- 5. Trust in Government:** Restore Australians' trust in politics and the public service

Whilst we engage across all five levers, we are currently concentrating on Constructive Discussion and Trust in Government in our Do Tank.

## Research outputs and activities July 2022-June 2023

### Navigator Snapshot #3, Providing a "Fair Go" for All

To dig deeper into the survey findings from our Navigator research report, Next25 conducted 26 qualitative interviews with demographically varied members of the public and an additional 16 people who are informed by their professional roles. Both interviewee groups presented similar responses to our questions and will be referred to as one group (N=42 for qualitative aspects).

In the previous financial year, Next25 released Snapshot #1: Taking responsibility for mistakes in Australia, and Snapshot #2: Generational and Gender Perspectives on Australia's Future.

Providing a "Fair Go" for All, released in late 2022, is the third and final in the series of snapshots that draw on in-depth interviews to investigate some of the most significant findings from the Navigator survey.

All three snapshots are designed to dig further in to our research question: "What future does Australia want and are we on track?"

Providing a "Fair Go" for All reveals that while most of the nation thinks the "fair go" is important, people disagree how it should be put into practice. Does a "fair go" mean we all start from the same place – or do some get a head start to level the playing field? And does everyone inherently deserve a "fair go", or are there conditions attached?

These are questions to consider if we are to create a fair and just society. Our research found that overwhelmingly the public values the "fair go" with 76% saying it's important. However, only 45% of people think Australia does a good job at it. There's a gap between the Australia that people want and the reality of today.

Three-quarters of interviewees agreed the "fair go" means... "Everyone, including the little guy, should have an equal chance at the basics in life... and if you've got more, you should give more" (Next25 Navigator Snapshot #3, Providing a "Fair Go" for All, 2022).



**Next25 Submission to Measuring What Matters**

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The Measuring What Matters Statement was released by Treasury on 21 July 2023 and is Australia’s first wellbeing framework.

Given “Benchmarks Beyond GDP” is one of the levers our research identified as having potential to shift deep contributing factors to Australia’s underperformance, Next25 contributed to its development via a submission to the second consultation phase.

Next25’s submission outlined suggestions across most of the framework’s proposed wellbeing themes, including healthy, cohesive, inclusive, prosperous. It was informed by our research and engagement and input via an online community discussion we hosted on 22 May 2023.

Comparing our submission to the published framework, several of the changes Next25 suggested were directly acted on, and several we suggested were modified and incorporated. While Next25 does not claim sole attribution for the changes to the published Statement, we are pleased to have contributed to this process and to see our perspective reflected within.

**Understanding barriers and enablers to constructive discussion on contested national issues**

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To thrive, Australia needs to get better at constructively discussing complex and contested issues despite our varied experiences and perspectives. So, how do we improve Australia’s ability to have constructive discussion on contested issues?

The 2023 referendum on the Voice presents an opportunity to learn more about the experience of, and barriers and enablers to having, constructive discussion on a contested issue. In mid-2023, Next25 commenced research asking people with professional expertise in constructive discussion to share their experiences and lessons in grappling with different points of view. We wanted to know how well Australia has been understanding and engaging in conversation about the proposed constitutional change to develop an Aboriginal and Torres Strait Islander Voice, and where we are most challenged.

We shared our findings close to the referendum date with a research report and an accompanying webinar to share key insights.



# DO: Our Initiatives

We continued to work with others to improve how Australia makes the future through three key initiatives designed to address two of our five levers. One long-standing initiative, Leadership, continues to strengthen and evolve and two new initiatives have emerged.

|    |  |  |
|----|--|--|
| 01 | Restore Trust in Government: Leadership                        | Parliamentarians have an outsized influence on our future but operate in an intense and complex environment with little support. Next25 supports parliamentarians to reconnect to their values and harness their power, not only as individuals in the political system, but also as individuals who can improve the system.                                     |
| 02 | Restore Trust in Government: Transforming Parliament for Women | Australia's parliaments do not reflect the diversity of the community. In particular, the culture of politics limits the full and flourishing participation of women. Next25 backs women parliamentarians by empowering them as agents of change and inspiring all parliamentarians to improve politics and the parliamentary system for women.                  |
| 03 | Enable Constructive Discussion                                 | There are many possible reasons why it's hard to constructively discuss contested issues in Australia - and there are many possible solutions. Through a partnership with a leading Australian university, Next25 is drawing on experts in a dozen disciplines to better understand the problem, test potential solutions, and choose one to implement at scale. |

## 01 - Restore Trust in Government: Leadership

### Leadership

Our Leadership course for parliamentarians continues as Next25's longest-standing initiative working towards restoring Australians' trust in government. Leadership is designed to support parliamentarians to reconnect to their values, build their leadership capability, and improve the political system more broadly.

Across eight years of running Leadership:

- **100% of participants** say Leadership improved their ability to lead as an elected official
- **80% rate** the course 8 out of 10 or above
- **100% would recommend** Leadership to their colleagues
- **100% say the program improved their:**
  - Understanding their leadership and influence in order to improve their effectiveness
  - Capacity to try new things
  - Power to drive change

Interestingly, “mandatory induction training” and “more constructive conversation between journalists and parliamentarians” are our alumni top picks for “the most effective way to improve how parliaments (both federal and state) make decisions in the long-term interest of society”, further validating the importance of our work in these arenas.



## Embedding a culture of professional development for parliamentarians

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### NSW Parliament

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Before completing his time in office, Leadership alumnus The Hon. Jonathan O’Dea hosted a Speaker’s Lunch for representatives from across Parliament and a handful of external providers with a shared interest in supporting a culture of professional development in Parliament.

Through an exercise facilitated by Next25, we discussed:

- What is required for the NSW Parliament to continue its progress rebuilding trust with the public through the professional development of NSW Parliamentarians?
- What are the key barriers and enablers?
- Who are the key agents of change?
- What are concrete next steps?

What we heard validated the importance of Next25’s work in this space. We all walked away with both individual and collective actions, and Next25 has continued to support NSW Parliament to evolve and grow its work addressing barriers to professional development.

### WA Parliament

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President of the WA Legislative Council, The Hon. Alanna Clohesy MLC, hosted a lunch for WA Leadership alumni to reconnect and build momentum for the wider uptake of professional development opportunities in the Western Australian Parliament. Attendees spoke of the ongoing positive impact of the Leadership program and offered to recommend the program to their colleagues.

### Testimonials

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“Rarely do politicians have access to a professional development opportunity which will improve their capacity to be a better representative of their constituents and in turn a stronger political system. I thoroughly enjoyed and appreciated the efforts of Next25.”

– The Honourable Michael Gaffney, Independent, TAS

“It was an insightful course that challenged and inspired me. It has equipped me with some high-level deeper theories about my leadership style as well as practical tools to support me to become a better leader.”

– Elizabeth Lee MLA, Canberra Liberals, ACT, 2022

“Next25 makes you question what is important and what your motivations are in order to change how you approach the role. I would recommend for any and all parliamentarians.”

– Anon



## 02 - Restore Trust in Government: Transforming Parliament for Women

### Transforming the political system from the inside: a new initiative catalysed by Leadership alumnae

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Next25 builds and scales improvements to the political system with input from our alumni. We also offer strategic support for parliamentarians to build and scale their own improvements to the political system. This new initiative is a powerful example of Leadership's theory of change coming to fruition and supporting four alumnae to reconnect to their values and harness their power, not only as individuals in the political system, but as individuals who can improve the system.

Sparked by shared experiences as women in politics and as participants in our Leadership course, four NSW women parliamentarians approached Next25 to create an initiative that can transform the experience of parliament for women. These women became the Steering Committee who, with Next25 and our partners in delivery, Corporate Evolution, co-designed the program.

The inaugural program was generously hosted by our affiliate, UNSW, on their Kensington campus in November 2022.

Anchored in the successful Leadership course format, Next25 partnered with Corporate Evolution to facilitate this two-day program that bolsters individual leadership capability and empowers purposeful collective action. The initiative, aimed to support participants in developing a practical and actionable plan to improve the experience of parliament and emerge as more authentic leaders with powerful connections among colleagues.

#### Steering Committee:

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- **Helen Dalton MP**, Independent NSW
- **Jenny Leong MP**, Greens NSW
- **Liesl Tesch MP**, NSW Labor
- **Leslie Williams MP**, Liberal Party NSW

#### Facilitators:

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- **Lisa Doig**, Founder and Director, Corporate Evolution
- **Renu Burr**, Facilitator and Associate Professor, the Centre for Social Impact, UWA
- **Chloë Spackman**, Director of Programs and Engagement, Next25

We welcomed 18% of women in NSW Parliament, across both the Legislative Assembly and Council, from a cross-section of parties and varying lengths of tenure.

100% of participants rated the experience as 9-10 out of 10 for laying the groundwork for transforming the experience of NSW parliament for women.

“This is the second time I have completed this course, and I would do it again. Each time I gain a different insight that improves my skills and confidence to be a better contributor to both my community and as a member of the NSW Parliament.”

– Liesl Tesch MP, NSW Labor, 2022

“I was doubtful about the ability of a small group of diverse women to change the culture of parliament. Now I believe that we really can.”

– Anon, 2022

**The program allowed participants to report benefits such as:**

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“Clarity on the changes which are needed to make NSW Parliament a much better workplace and why I am motivated to be part of those changes.”

“A big wide-open heart full of possibility and a bunch of women friends with shared goals.”

Following on from the two-day course, there have been ongoing consolidation sessions of coaching, including a crucial re-connection post-election, and workshops throughout 2023 to support the commitment to the group’s intention.

We have launched the campaign for the next cohort of women to experience the course in 2023, following on from the March NSW election.

**U-Lab 2x Systems Transformation accelerator for Transforming NSW Parliament for Women**

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In collaboration with our partner in the delivery of our programs for parliamentarians, Corporate Evolution, we successfully applied for a place in the U-Lab 2x global accelerator program for systems transformation initiatives. The U-Lab 2x accelerator is a four-month innovation journey hosted by u-school for Transformation by Presencing Institute.

We applied to further work on prototypes that emerged from the two-day “Transforming NSW Parliament for Women” program, including the development of a systems map of NSW Parliament to help identify powerful nodes and levers for change.

“We needed this 25 maybe 30 years ago. There has been talk but no action. This course makes it clear that transformation is needed/ demanded if we are to have a Parliament reflective of our community.”

– The Hon. Aileen MacDonald OAM MLC, NSW Liberal Party, 2022



## 03 - Enable Constructive Discussion

### A new collaboration to improve Constructive Discussion

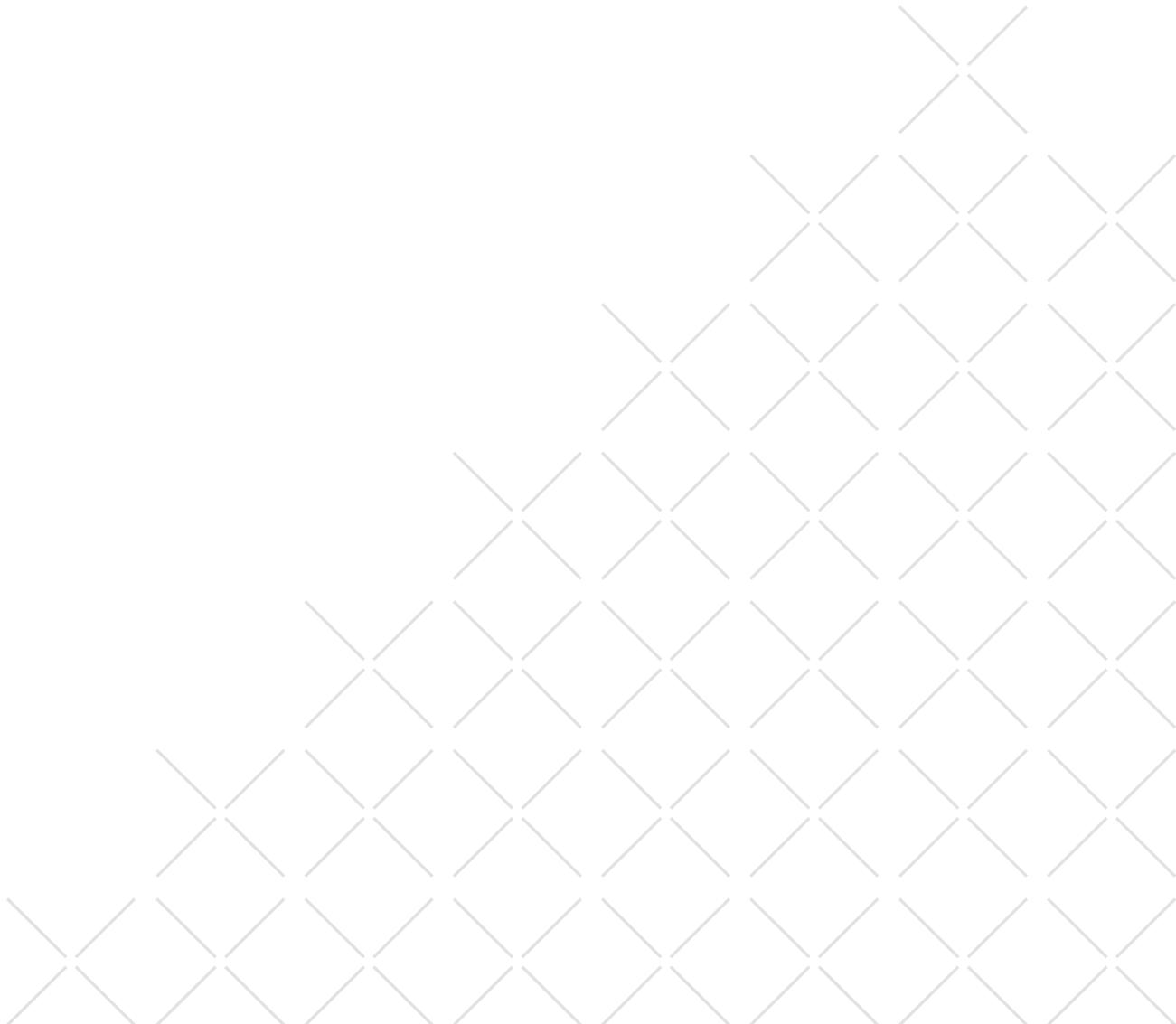
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Our research and engagement identified the nation’s ability to constructively discuss contested issues is a key lever for enabling a flourishing future. Identifying this challenge also presents us with an opportunity to make long-term change.

At the start of 2023, Next25 began conversations with UTS’ TD (Transdisciplinary) School about collaborating to tackle this challenge and improve constructive discussion in Australia. Beginning mid-2023, Next25 has been collaborating with a transdisciplinary group of UTS academics from the UTS TD School and the UTS Institute for Sustainable Futures to unpack what constructive discussion is and where the leverage points are to amplify it. This process involves better understanding the problem, testing potential solutions, and choosing one to implement at scale.

Like Next25, UTS TD School believes the complex problems we are facing in the world require solutions that transdisciplinary thinking can provide.

“Transdisciplinary thinking illuminates possibilities for the future by building on multiple ways of knowing and uncovering novel approaches to the challenges of our time.” (UTS TD School, 2023).



# Engage

Engaging with leaders and the public runs across all aspects of what we do at Next25 – research, initiatives, and beyond. We engage others so they understand what’s at stake, see that better is possible, want to contribute, and know where to start.

Over the past year, Next25 has shared our research and insights with diverse individuals, groups, organisations, and institutions across Australia:

- The Sydney Morning Herald interviewed Next25’s Director of Programs and Engagement, Chloë Spackman, and two of the women MPs on the Steering Committee for “Improving Democracy: Transforming NSW Parliament for Women” for this article, **“NSW female MPs unite across party lines to reform ‘bear pit’ culture”**
- Next25 were invited by Mutual Trust to present at a dinner for their clients in Melbourne centred on this question: “How well placed is Australia to succeed in a disruptive global world?” The event sought to interrogate whether Australia has the right building blocks to support its flourishing and discuss how can we work together to make Australia a better place for future generations. Executive Director Ralph Ashton was joined by Dr Stefan Hajkowicz PhD, Principal Scientist in Strategy and Foresight, CSIRO.
- Next25 were invited by to present to The Executive Connection (TEC) to an audience of 24-28 CEOs in Perth and SME business owners. TEC supports leaders to tackle complex challenges and opportunities, and the topic of the event was “Developing courage to match an appetite for real change.” Next25 engaged the audience on areas of Australia’s underperformance and levers to unlock progress, the nation’s public interest index, and opportunities to create a flourishing Western Australia.

“This initiative is designed to empower and enable us to improve the political system itself.”

– Leslie Williams MP, SMH Article “NSW female MPs unite across party lines to reform ‘bear pit’ culture”

“The audience and guests were so pleased to have learned about Next25 and what it has done and is doing. A think-and-do tank was spoken of as such a great enabler to understanding where Australia is at and where and how it hopes to move forward to.”

– Lyn Harding, Chair, The Executive Connection

9,685

Followers and subscribers

820

Social media engagements

5,978

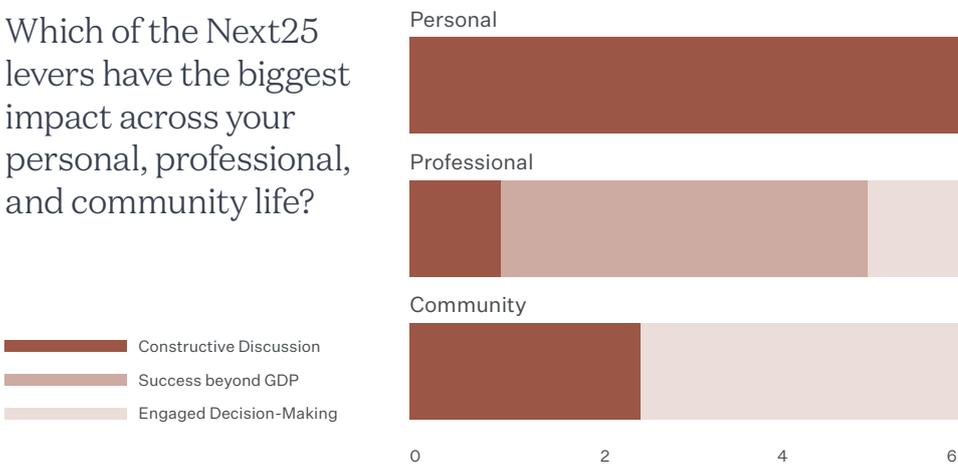
Unique website visitors

- Following on from a presentation to the board of **The Conversation** in January 2020, Executive Director Ralph Ashton was invited to present to the Board again as part of their discussions on editorial priorities for 2023. Ralph’s presentation utilised both Next25’s research findings and engagement experience alongside others’ research to frame major opportunities to improve Australia’s performance at a systemic level and, three key take-aways for The Conversation based on their Charter.
- Next25 were invited to be interviewed by a Greek-language news outlet, Orthos Logos, which seeks to remediate low public trust in media, counteract misinformation, and amplify solutions to the challenges we face. Orthos Logos posed some important questions on constructive discussion in the context of what they call “confrontational, polarised and toxic” political dialogue. You can read the interview [here](#) (in-browser translators will allow you to translate the page to English).
- Next25 hosted a community discussion in May 2023 to share Next25’s perspective on the Federal Government’s first wellbeing framework, Measuring What Matters, and to understand the perspectives and insights of our community. The outcomes of our conversation fed into our submission to the second consultation phase. **See graph below.**

100%

Attendees identified **constructive discussion** as the leverage point with the most impact on their personal lives

Which of the Next25 levers have the biggest impact across your personal, professional, and community life?



- Next25 supported a team of UTS students who were looking into the problem space of the polarisation of society and the value of having constructive discourse. Our current Navigator research was instrumental in verifying the validity and importance of their topic in and for Australia. Our research has not looked at constructive discourse in Australia through a generational lens, so we were enthused to support the **“Polarised Bears” Creative Intelligence Capstone and its focus on Generation Z**. The core themes that emerged were “echo chambers, political division, desire for identity, and ‘wokeness’.” Their work unearthed some interesting insights for us to consider as an organisation and for you as leaders of the upcoming generations.



# Team



**Ralph Ashton**  
Executive Director



**Chloë Spackman**  
Director of  
Programs  
and Engagement



**Paula Steyer**  
Director of Finance



**Marcel Svatos**  
Philanthropy  
Manager



**Stephanie Mason**  
Program Manager



**Clare Reddan**  
Senior Research  
Analyst



**Safia Rowland**  
Program Officer



**Sophie Stockman**  
Communications  
Officer



**Angie Bradbury**  
Senior Advisor  
Communications



**Renu Burr**  
Senior Facilitator  
and Coach



**Lisa Doig**  
Senior Facilitator  
and Coach



**Malcolm Doig**  
Senior Facilitator  
and Coach

# The Years Ahead

Our work over the next five years will bring Australia closer to a country where:

- **Politics serves the public interest**

Politics is delivering the public interest instead of focusing on the short-term and power for power's sake. Parliamentarians are serving society with increased clarity, conviction, and capability.

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- **Discussion is constructive**

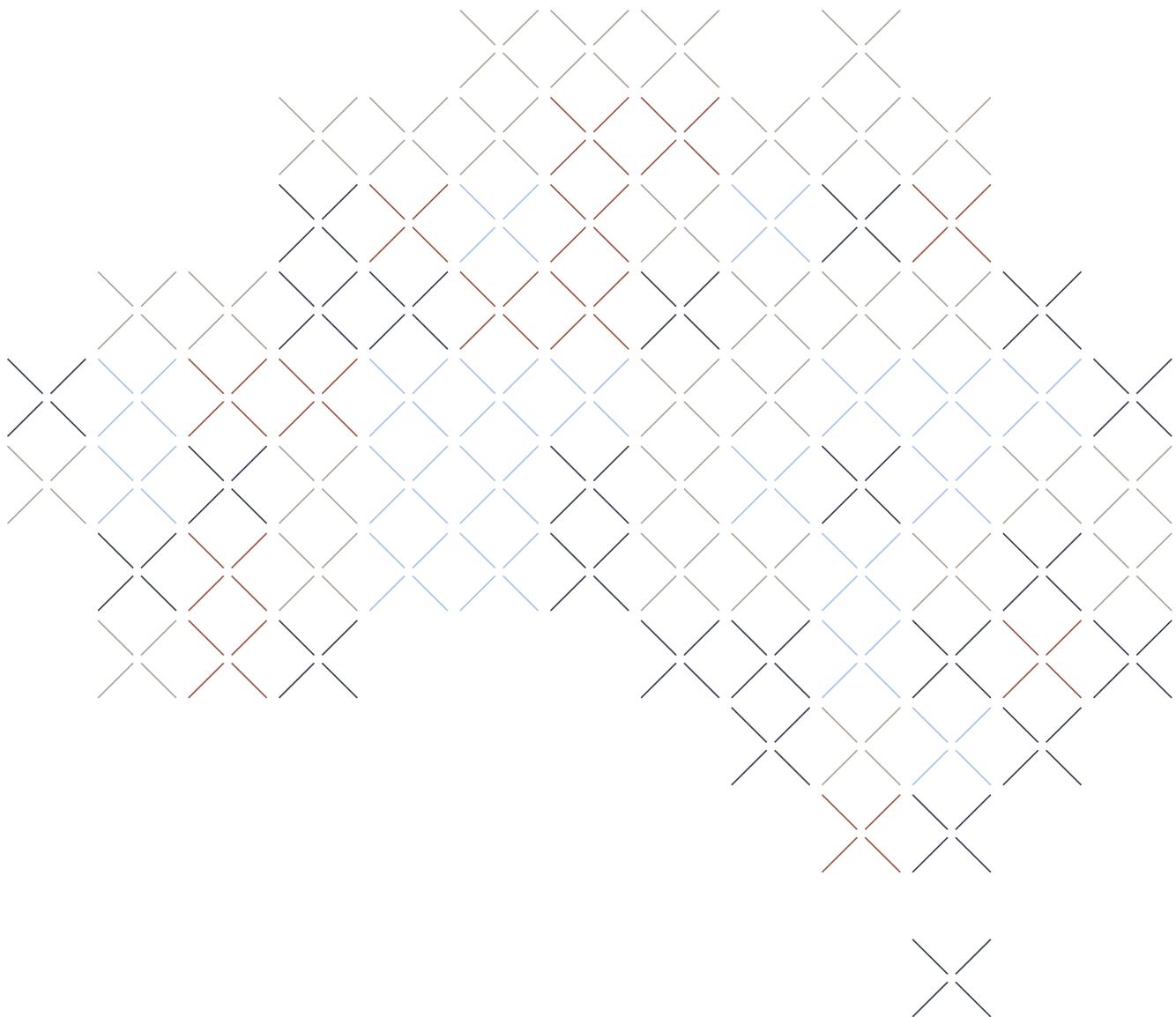
Discussion about the future of our country is more constructive and less polarised. Australians from all walks of life are drawing on a trusted understanding about the future Australia wants and on better ways to engage with people holding different points of view.

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- **Australis is optimistic and engaged**

Leaders and the public are more optimistic and engaged. Armed with capability and a sense of possibility, they are playing their roles, big and small, in ensuring our nation has what it takes to make the future Australia wants.

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# Our Supporters

Thank you. We couldn't do it without you!

- Wright Burt Foundation
- Bell Family Foundation
- Jibb Foundation
- UNSW Sydney
- Allier Capital
- Reef Shark Foundation
- Sunshine Foundation
- Gourlay Charitable Trust
- Fiona and Graeme Prior
- Bill Manos
- SALT Catalyst
- Schudmak Family Foundation
- James Murray and Kath Riggall Murray
- George and James McGregor
- Lyn Harding
- Stuart Fox Family Foundation
- Stephen Cake
- Prabha Kutty
- Bradbury & Co
- Corporate Evolution
- Nexia Australia

## Acknowledgements

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Think future.  
Act today.

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