





ACKNOWLEDGEMENT OF COUNTRY

Ngadlu tampinthi, Kaurna Miyurna yaitya yarta-mathanya Wama Tarntanyaku. Ngadlu tampinthi purkarna pukinangku, yalaka, tarrkarritya.

Parnaku yailtya, parnaku tapapurruna, parnaku yarta ngadlu tampinthi.

Yalaka Kaurna Miyurna parnaku yailtya, tapa purruna, yarta kuma puru martinthi, puru warriapinthi, puru tangka martulayinthi.

The Committee for Adelaide acknowledges that the Kaurna people are the traditional custodians of the Adelaide Plains, and pay respects to Elders past, present and future. The Committee for Adelaide recognise and respect their cultural heritage, beliefs, and relationship with the land and acknowledge that they are of continuing importance to the Kaurna people living today.

FROM THE CHAIR

2025 has been another year of momentum, impact and collaboration for the Committee for Adelaide. Together with our members, partners and the broader community, we have continued to shape a stronger, fairer and more prosperous future for Adelaide, South Australia.

At the heart of our work this year has been the release of the **2025 Benchmarking Adelaide Report** which provides a clear, data-driven snapshot of how Adelaide compares globally, highlighting our strengths, challenges and the opportunities that lie ahead.

Complementing this work is the Committee's inaugural **2025 Listening Forums Report** which captured the voices and priorities of our members across key themes such as housing, workforce, innovation, liveability and climate.

These insights have directly informed the development of our **2026 State Election Priorities** which sets out a bold, practical agenda to strengthen South Australia's competitiveness, resilience and wellbeing.

These achievements reflect the strength and commitment of our members, partners and team. Together, we are building momentum for a more extraordinary, big thinking, welcoming and vibrant Adelaide, with a growing economy and population, a city that not only competes on the world stage but leads.

Regardless of who wins government at the next election, the issues facing our state cannot be solved by the government alone. Leadership and collaboration is required from other levels of government, industry, academia, the not-for-profit sector and the community to embrace and address the social, environmental and economic challenges and opportunities before us.

As we look to 2026, I want to extend my sincere thanks to Sam and the team for their hard work, passion and commitment. I also thank each of you - our members and partners - for your contribution and support.

The Committee's success is built on a shared belief in this state's potential and on our collective resolve to make it happen. I look forward to another productive year ahead.



RAYMOND SPENCER AM
CHAIR, COMMITTEE FOR ADELAIDE

FROM THE CHIEF EXECUTIVE

2025 has been our most active year yet. We delivered a record number of 56 events, roundtables and thought-leadership conversations, bringing together leaders from across business, government, academia and community to engage in meaningful dialogue and collective action. Each conversation aligned with at least one of our key strategic pillars – Accelerating Growth, Thriving Community, Dynamic Vibrancy and Environmental Leadership - and considered the results of the 2025 Benchmarking Adelaide Report, championing evidence-based policy, long-term thinking and cross-sector collaboration.

A particular highlight this year has been our **Listening Forums** where we heard directly from our members on a wide range of topics, from cost-of-living, health and housing to Adelaide's innovation ecosystem and global reputation. Across 11 separate forums, we engaged over 250 members and key stakeholders, generating over 300 ideas and suggestions which directly informed our **2026 State Election Priorities**.

Other highlights for 2025 include our sold-out International Women's Day event with a powerful keynote Speech by Anna Meares OAM, alongside other speakers including our Patron and Governor of South Australia, Her Excellency the Honourable Frances Adamson AC. We also hosted the Flinders University Wicked Problems Launch, joined members at several networking events including an Adelaide Crows home-game and a special showing of Night Visions as part of Illuminate Adelaide. We also heard from several State and Federal MPs through our **Leaders Series**, including Senator the Hon Don Farrell, the Premier of South Australia, Hon Peter Malinauskas MP and the Leader of the Opposition, the Hon Vincent Tarzia MP.

With the support of the Department of State Development, the **Adelaide Connected** program continues to thrive, assisting new arrivals and returning expats to make Adelaide. **SA ZERO** is growing from strength-to-strength, driving South Australia's leadership in the transition to net zero, and our **2025 Emerging Leaders Future Series**, delivered in partnership with the Adelaide University, equipped emerging leaders from our Platinum members with the insights and confidence to lead in an unpredictable and rapidly changing world.

As a not-for-profit, member funded organisation, the work we do is informed and enabled by our members and I thank you all for your ongoing support and passion for Adelaide. On behalf of the team, I look forward to continuing to work with you all to drive the important conversations and seize the opportunities before us.



SAM DIGHTONCHIEF EXECUTIVE, COMMITTEE FOR ADELAIDE

COMMITTEE FOR ADELAIDE

OUR PATRON-



HER EXCELLENCY THE HONOURABLE FRANCES ADAMSON AC GOVERNOR OF SOUTH AUSTRALIA

OUR BOARD



RAYMOND SPENCER AM



ALICIA GENET
CO-DEPUTY CHAIR



TREVOR COOKE



HEATHER CROALL AM
BOARD MEMBER



CAILLIN HOWARD
BOARD MEMBER



ANNA WILEY
BOARD MEMBER



HENDRI MENTZ BOARD MEMBER



PROF. JESSICA GALLAGHER
BOARD MEMBER

OUR TEAM



SAM DIGHTON CHIEF EXECUTIVE



NAOMI MARSH STRATEGY & PROGRAMS MANAGER



LISA GRIMSEY
MEMBERSHIP
ENGAGEMENT &
EVENTS MANAGER



ALBERT D'ALOIA OPERATIONS MANAGER



ALI CHATBURN

MEMBERSHIP

ENGAGEMENT &

EVENTS MANAGER

(MATERNITY LEAVE)

PARTNERS ·

ANNUAL PARTNERS



WINE PARTNER



COMMITTEE FOR ADELAIDE

MEMBERS

The work of the Committee for Adelaide is informed and enabled by our members. As a not-for-profit organisation, focused on enhancing the future of Adelaide, we thank all members for their ongoing support.

PLATINUM MEMBERS

Members as at October 2025





























































































CORPORATE MEMBERS

Members as at October 2025

























































NOT-FOR-PROFIT MEMBERS























SMALL ENTERPRISE MEMBERS





























ASSOCIATE MEMBERS

















































2025 ACHIEVEMENTS



56 EVENTS & ROUNDTABLESDURING 2025



ATTENDED BY OVER 2,500+ MEMBERS & STAKEHOLDERS



4.5 STAR MEMBER
SATISFACTION
RATING



16 PODCASTS
(ADELAIDE CONNECTED & BENCHMARKING ADELAIDE)



10% INCREASE IN MEMBERSHIP



11 LISTENING FORUMS

VISION & MISSION

The Committee for Adelaide brings together businesses, industry bodies, community and government to shape the future of Adelaide, South Australia.

We are non-partisan, independent and sector agnostic.

Our membership is diverse and influential, making a significant contribution to South Australia's economy and society.

The Committee's work centres around people, business and capital, and how the interconnection of these areas and their relationship to one another largely determine the economic and cultural health of our society.

We are focussed on harnessing the strengths, passion and insights of our members and partners to shape the future of Adelaide, South Australia.

OUR VISION

For Adelaide, South Australia to be the most extraordinary, big thinking, welcoming and vibrant place, with a growing economy and population.

OUR MISSION

To provide independent thought leadership, influence policy and drive action for the benefit of our state, both now and into the future.

KEY PILLARS-



ACCELERATING GROWTH



THRIVING COMMUNITY



DYNAMIC VIBRANCY



ENVIRONMENTAL LEADERSHIP

2025 BENCHMARKING ADELAIDE

Building on the inaugural 2023 edition, the Committee for Adelaide once again commissioned The Business of Cities to produce the second Benchmarking Adelaide report, in partnership with JLL, Hames Sharley, RAA, Mitsubishi Motors Australia Limited, the City of Adelaide, and the Adelaide Economic Development Agency.

Using publicly available records, long-standing statistical databases and real-time data, the report measures Adelaide within a peer group of 20 global cities, tracking progress since 2023 and across five strategic pillars of opportunity, future economy, place and space, people and planet, and reputation.



Interestingly, there has been movement in all ten areas since the first report, with positive progress being made across innovation, R&D and specialisation; skills, knowledge and population; amenity, vibrancy and experience; as well as perception, visibility and appeal.

Adelaide continues to excel as a hub for international education, high-impact research, lower construction costs and momentum to decarbonise. We are known for our enduring liveability, easy-going culture, amazing events and festivals, natural beauty and exemplary food and-wine scene. The city impressively rates among the top 85 cities worldwide for overall economic prospects, global business linkages are improving, and we are growing our appeal to business and capital.

In other measures, however, Adelaide is being outpaced. Productivity growth continues to lag, with the city's productivity gap to the national average sitting at 20%, larger than most other comparable cities. Other cities are catching up to Adelaide in areas such as affordability, sustainability and resilience. While South Australia is setting the pace for decarbonisation and the energy transition, Adelaide still emits more total greenhouse gases per person than most peer cities and EV infrastructure and adoption remains behind.

The report also explores how peer cities have been addressing two key opportunities facing Adelaide: doing density well and capitalising on the defence economy.

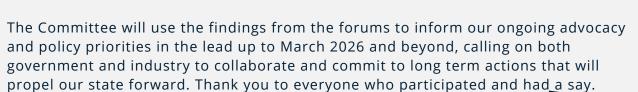
We look forward to using the 2025 Benchmarking Adelaide Report findings to catalyse action across industry, government and the community so that Adelaide continues to improve, thrive and prosper.

2025 LISTENING FORUMS

The Committee for Adelaide invited members to participate in a series of 'Listening Forums' to help shape the future of our city and state.

We really wanted the forums to be an avenue for members to tell us what was important to them, showcase their expertise and help to prioritise actions - and they did! We engaged over 250 members and key stakeholder across 11 separate forums and surveys, generating over 300 ideas and suggestions to ensure Adelaide continues to prosper and thrive, now and into the future.

Unsurprisingly, housing came out at the top priority for members when thinking about the future, followed by transport, health and wellbeing, cost-of-living and young people. Workforce, skills and talent, vibrancy, environment and sustainability, productivity and innovation were also rated highly, rounding out the top ten 10 most pressing issues. Many of these priorities are interrelated and connected.



Our 2025 Listening Forum Report is available here.

2026 STATE ELECTION PRIORITIES

Informed by feedback received during from the listening forums and drawing on evidence from the 2025 Benchmarking Adelaide Report, the Committee released it's 2026 State Election Priorities in October.

The Election asks centre around the following focus areas:

- 1.Housing: Prioritise urban infill over urban sprawl and do density well.
- **2.Infrastructure:** Ensure Adelaide is a well-connected, accessible and vibrant city.
- **3.Economy:** Boost productivity and support innovation to drive sustainable growth.
- **4.Climate Change:** Accelerate action and adaptation on the pathway to Net Zero.
- 5.Health & Wellbeing: Support and enhance community health and wellbeing.

Under each focus area is a series of recommended actions for all sides of government to adopt to ensure we set the appropriate foundations for South Australia to thrive for the next 20 years and beyond. Our 2026 Election Priorities is available here.

NATIONAL ADVOCACY

During the year, the Committee for Adelaide has continued to collaborate with the Committee for Capital Cities, working alongside colleagues from the Committee for Melbourne, Committee for Sydney, Committee for Perth, Committee for Brisbane and the Committee for Greater Hobart. Collectively, our cities are home to over two-thirds of the nation's population, responsible for nearly 70% of Australia's GDP and play a critical role in shaping the nation's future.

Our joint advocacy efforts included travelling to Canberra in October to meet with Federal MPs and decision makers including the Hon Catherine King MP, the Federal Minister for Infrastructure, Transport, Regional Development and Local Government, the Hon Clare O'Neil, Minister for Housing, Minister for Homelessness and Minister for Cities, and Alex Robson, the Deputy Chair of the Productivity Commission. High on the agenda was housing, transport, infrastructure, density and the need to leverage our economic strengths and boost productivity.

While in Canberra, we hosted an event in the Great Hall at Parliament House on 'Future Cities: From Ambition to Action' which included a keynote from the Hon. Patrick Gorman MP, Assistant Minister to the Prime Minister, Assistant Minister for the Public Service, Assistant Minister for Employment and Workplace Relations and an address by the Hon. Dr Andrew Leigh MP, Assistant Minister for Productivity, Competition, Charities and Treasury.

Through the group we have also launched the first Parliamentary Friends of Cities – a multi-partisan group formed to advance thoughtful, long-term and place-based urban policy within the federal parliament.

In 2026, the Committee for Adelaide will continue to work with the other capital city Committees to share learnings, exchange ideas and advocate for the collective needs of capital cities.

SUBMISSIONS

The following submissions were put forward:

- 6 Priorities for our Urban Future
- 2026 State Election Priorities
- Commonwealth Government's Economic Reform Roundtable



















Each of our four key pillars guided our work throughout 2025, driving progress, collaboration and impact across Adelaide and South Australia.

ACCELERATING GROWTH

Unlocking the economic complexity and investment potential of South Australia to foster innovation, improve productivity and drive long-term and sustainable economic growth.

Key events and initiatives included hosting Her Excellency Vicki Treadell, British High Commissioner to Australia, alongside Matt Opie, Defence SA Chief Executive and Greg Parkinson, Director at Turner & Townsend, for a discussion on **Strengthening Ties between South Australia and the UK**, with a particular focus on maximising the potential of AUKUS, and an exclusive Member Briefing on the South Australian Economy with Cherelle Murphy, EY's Chief Economist and Rick Persse AM, Chief Executive of the Department of the Premier and Cabinet.

THRIVING COMMUNITY

Creating a welcoming, inclusive, and diverse community, that prioritises wellbeing and social equity, and creates, attracts and retains the talent and skills required for future workforce needs.

Key events under this pillar included launching the Flinders University's Wicked Problems Report and a conversation on Building Resilient and Sustainable Communities with Beca's Group Chief Executive, Amelia Linzey and a panel of local experts including Jeremy Conway, Chief Executive of Infrastructure SA who unpacked the challenges and opportunities facing Adelaide as we plan for a more sustainable future.



Each of our four key pillars guided our work throughout 2025, driving progress, collaboration and impact across Adelaide and South Australia.

DYNAMIC VIBRANCY

Enhancing the vibrancy, amenity and liveability of Adelaide and the regions, creating an exciting and progressive city for all to enjoy.

Key events including a roundtable on the Future of Aged & Palliative Care, our networking event with Illuminate Adelaide and a thought-leadership conversation on Education to Employment: Giving all South Australians a Fair Go with Adrian Tembel, Chair of the South Australian Productivity Commission and Mimi Crowe, Acting Commissioner for Children & Young People.

ENVIRONMENTAL LEADERSHIP

Leading climate action on the way to Net Zero and managing the state's water, waste, transport, energy, infrastructure, and environment in a sustainable way.

Key events such as our **Green Skills Forum** and our SA ZERO Public Event on **Climate Risks**, **Opportunities and Adaptation** with Dr Mark Lawrence, Professor Göran Roos and Professor Ross Garnaut AC reflected our commitment to sustainability and South Australia's position as a national leader in environmental action.











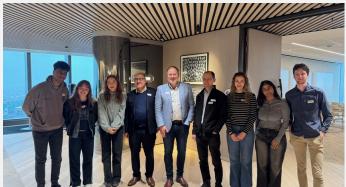


























ZERO CARBON • ZERO WASTE

2025 HIGHLIGHTS



Facilitated by the Committee for Adelaide, SA ZERO is a member-based cluster of South Australian businesses, government and academia aimed at accelerating South Australia's zero carbon and zero waste pathways.

SA ZERO members include Adelaide University, BHP, City of Adelaide, Department for Environment & Water, ElectraNet, Flinders Port Holdings, Flinders University, RAA, Uniting Communities and SA Power Networks.

SA ZERO events and workshops held throughout 2025 include:

- **Green Skills Forum** hosted in partnership with Flinders University.
- Reporting for Financial Disclosures hosted by EY.
- Financing the Transition & Circular Economy hosted at Beyond Bank.
- SA's Net Zero Strategy and Climate Change Risk Assessment hosted by the Department for Environment & Water.
- Climate Change Risks, Opportunities
 & Adaptation hosted in partnership
 with ElectraNet and Uniting
 Communities.
- Nurturing Nature & Biodiversity
 hosted at the Adelaide Botanic Garden.
- Energy Transition, Resilience and Optimisation hosted at the SA Power Networks Innovation Centre.



ZERO CARBON • ZERO WASTE

















EMERGING LEADERS

2025 PROGRAM HIGHLIGHTS



In 2025, the Committee for Adelaide launched the reimagined Emerging Leaders 'Future Series', delivered in partnership with the University of Adelaide's Professional and Continuing Education.

The five-session program equipped emerging leaders with skills in futures thinking, AI, emotional intelligence, sustainability, and career development. Interactive sessions, facilitated by industry and academic experts, provided practical tools and networking opportunities.

Participants completing the series received a University of Adelaide Digital Badge recognising their professional development and commitment to shaping South Australia's future.

The 2025 Emerging Leaders program included:

'Futures Thinking, Disruption & Innovation' – Tuesday 4 March 2025, Facilitator: Dr Ariella Helfgott, Director and Chief Foresight Officer, SA Futures Agency

'Strategic & Ethical AI for Leaders' – Tuesday 8 April 2025, Facilitators: Prof Edward Palmer and Dr Daniel Lee, School of Education, The University of Adelaide

'Emotional Intelligence in the Digital Age' – Tuesday 27 May 2025, Facilitator: Dr Nathan Jones, Founder of the Mood Institute

'Sustainability Imperatives & the Future of Business' – Tuesday 12 August 2025, Facilitator: Dr Tracey Dodd, Adelaide Business School, The University of Adelaide

'Vertical Development and Career Design' – Tuesday 21 October 2025, Facilitator: Taryn Sexton, Director, Top Branch Consulting

The fifth session welcomed the Committee's Patron, Her Excellency The Honourable Frances Adamson AC, Governor of South Australia, who joined the Emerging Leaders for lunch and delivered an address on Vertical Development and Career Design.



EMERGING LEADERS PROGRAM

















ADELAIDE CONNECTED

PROGRAM HIGHLIGHTS

Now in it's 6th year, the Adelaide Connected program provides a support network for skilled migrants and returning expats to enter and be fully utilised in the South Australian workforce. Through a series of industry briefings, networking events, concierge services and the popular 'Adelaide Connected' podcast, the program plays an important role in attracting, connecting and retaining skilled workers in South Australia.

Adelaide Connected networking events provide an opportunity for participants to meet with likeminded people, connect with Committee for Adelaide members and potential employers, gain local workforce knowledge and build their professional network. Adelaide Connected events are free to attend and designed to be inclusive, welcoming and informative.

In 2025, the program hosted a total of eight events: three industry-specific briefings, one networking event, one roundtable, and three Online Job Readiness workshops engaging over 500 attendees.

Adelaide connected is proudly delivered by the Committee for Adelaide, with the support of a grant from the **Department of State**

Development's 'Skilled Migration Talent and

Industry Connection Program'.







ADELAIDE CONNECTED

PROGRAM HIGHLIGHTS

Industry Briefing: Engineering & Construction | April 2, 2025 – Total registrations: 93

This event supported highly skilled migrants relocating to South Australia by offering industry insights, career advice, and networking opportunities to help them connect with employers and build professional networks. Speakers included Ben Haylock (Lendlease), Hannah Talebi (Guidera O'Connor/Engineers Australia), and Thomas Rees Light-foot (Robert Bird Group), with moderation by Mark Johnson (EGM Partners).

Workforce, Talent and Skilled Migration Roundtable | May 6, 2025 Total registrations: 16

The Workforce, Talent and Skilled Migration Roundtable brought together industry leaders to discuss workforce needs, recruitment challenges, and skills opportunities across South Australia. Insights from Milly Vorrasi (Hays) and Sonya Paterson (Department of State Development) informed discussions on aligning talent, migration, and economic growth to support a stronger, more connected workforce.

Industry Briefing: ICT, Cyber and Digital Technology | June 11, 2025 - Total registrations: 141

Matthew Cotton (Hays) moderated a panel with Arka Ghosh (Beca), Libby Day (Australian Cyber Collaboration Centre), and Onnie Chan (Women in Creative Technologies), who shared valuable perspectives on industry trends, workforce needs, and career opportunities across ICT, cyber, and digital technology.

Industry Briefing: Resources and the Green Economy | September 17, 2025 – Total registrations: 137

Moderated by Mark Johnson (EGM Partners), the panel featured Jodie Badcock (RESA), Marc Smith (BHP), and Craig Brooks (Zen Energy), who shared insights on workforce needs, sustainability trends, and emerging opportunities across South Australia's evolving resources and renewable energy sectors.

Networking Event - Wellbeing, Resilience and Building your Network | November 6, 2025 - Total registrations: 81

This event was the final in-person session of the Adelaide Connected program in 2025. Rather than focusing on a specific industry, it explored the importance of wellbeing, maintaining resilience, and the power of building networks as a newly arrived South Australian. Speakers included Paul Kitching (Fuller), Reshmi Ramesh (Department of Infrastructure and Transport), and Giosuè Pianciamore (Kaplan Business School), who shared advice drawn from their lived experiences of migration, as well as their professional and personal journeys.

Online Job Readiness Workshops

Three online Job Readiness Workshops with Platinum Partner Hays were held on 29 April, 16 July, and 7 October, supporting migrants in their employment journey through industry trends, CV writing, interview techniques, and local job opportunities. Each workshop aligned with the three industry-specific sectors featured in our in-person Adelaide Connected events for 2025.

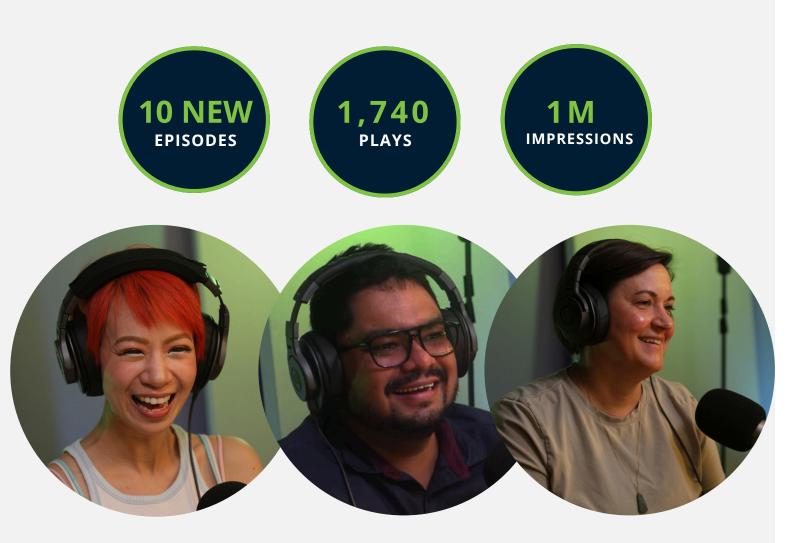
ADELAIDE CONNECTED

SEASON 4 PODCAST

Season 4 of Adelaide Connected returned in 2025 with Ali Chatburn and Naomi Marsh, chatting with 'Boomerangs' and 'Arrows' from various industries about why they have chosen to live, work and play in SA.

Guests included Travis Mahoney OLY, Business Development Executive at the Adelaide Football Club, Yarik Turianskyi, Corporate Communications & Government Relations Manager at Mitsubishi Motors Australia Limited, Rashpal Bhatti, Group Procurement Officer at BHP and Tara Moses, Chief Operating Office of R.M. Williams . We heard about why they chose to move or return to Adelaide, how they have settled in, tips for other making the move and reflections on the benefits of living and working in Adelaide, including how our state fares on a global scale.

10 new episodes were produced as part of Season 4 and are available on Spotify and Apple Podcasts. The podcasts were shared across Committee for Adelaide and Adelaide Connected channels, with over 1740 streams and downloads to date.



ADELAIDE CONNECTED PROGRAM

















ADELAIDE CONNECTED PROGRAM





















COMMITTEE FOR ADELAIDE

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