

# One Hundred *and* One™



**INDIGENOUS BUSINESS**  
Tackling this generation's biggest social and environmental crises.

**ELECTRIC ADVENTURES**  
The world's most iconic cars transformed into electric vehicles.

**AI IN EDUCATION**  
Wild West or universal opportunity?

**IDEAS PEOPLE**  
The 101 tenants adding value to their companies, teams and cultures.





101collins.com.au

101 Collins is proud to announce the launch of its new website. As one of Australia's most prestigious commercial buildings, 101 immerses its tenants and guests in a state of the art architectural experience, globally renowned artwork and a rarefied service offering more commonly adopted by luxury brands, galleries and boutique hotels.

101's new website is the digital manifestation of this unparalleled physical experience. Using immersive and visually engaging content, it inspires users and gives audiences a sense of what it means to be part of this remarkable high-performing business community.

Large-scale, beautifully curated photography and videography on every page sets the tone of the physical experience, with a mix of long-form business and lifestyle articles, cutting-edge insight, historical content and practical information providing a rich and layered browsing experience.

With innovation and creativity at its heart, the new website makes the 101 digital experience clear, engaging and fit for purpose, as well as showcasing the building's unwavering commitment to prestige and progress. We hope you enjoy browsing!



**One Hundred and One by 101 Collins**  
101 Collins acknowledges the Traditional Owners and Custodians of Country throughout Australia and their connections to land, sea and sky. We recognise the rich and diverse cultures of community, of leaders, of storytellers and relationship to place. We pay our respect to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

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# One Hundred *and* One™

Welcome to the innovation issue of *One Hundred and One*. Innovation is all around us at 101 Collins Street; in our DNA, our architecture, engineering and most importantly, in our people.

At the end of its 18-month redevelopment, our Ground Floor Evolution is complete. An engaging and welcoming space for our tenants and visitors, it's also a platform for art and ideas with spaces for sanctuary and contemplation built in. A total of seven different artworks by artists from across the world are housed within its walls, as well as a bi-annual showcase of local artists in collaboration with not-for-profit Melbourne gallery, Gertrude. Enjoy a detailed tour of the final stage artworks in this issue.

From among our many high profile and prestigious clients, we meet our cover stars who have innovation in their bones. Whether it's innovative leadership or successful side hustles, these ideas people go above and beyond to add value to their companies, teams, and cultures. Nominated by their colleagues, we celebrate them by shining a light on their successes.

Caryn Sandler, Partner + Chief Knowledge and Innovation Officer at Gilbert + Tobin, also shares her knowledge on the subject of innovation. Taking us behind the scenes of G+T Innovate – the law firm's award-winning transformation and technology advisory capability – Caryn explains how she and her team are developing best-in-class frameworks to help deliver meaningful and sustainable change to in-house teams.

Meanwhile on Level 48, we visit Wingate Group's exceptional new fit-out. Together with Axiom Workplaces, Wingate has created a space that enhances its culture by fostering community and connection, as well as positively impacting talent acquisition and retention by providing a comfortable and collaborative second home for its people.

From inside to out, and we take a ride in the countryside with electric vehicle company, Jaunt. Possibly the best-looking EVs on the market, Jaunt converts classic cars into electric vehicles, as well as designing and manufacturing kits to kick-start the mass electrification of cars across the world. So, get out of the city and explore in style.

Finally, it's with pride that we take you through the beginnings of our own ESG impact framework and explain how 101 Collins innovates to ensure we keep up with new buildings and set the standards for others. We are currently on an electrification journey with the aim of removing fossil fuel usage by the end of 2024, by which time we will be one of the first existing premium buildings to be fully electric across all plant and equipment, eliminating the use of natural gas. All this and much much more. We hope you enjoy reading.



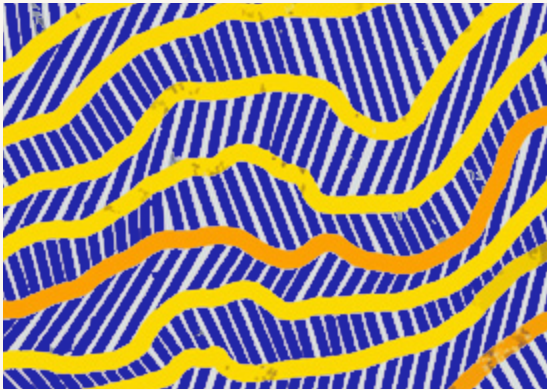
**Peter Calwell**  
General Manager  
101 Collins  
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# The Plug

Welcome to The Plug – in print. For this special Innovation issue of *One Hundred and One*, we bring you innovation in all its forms, from products and podcasts to technology and tipples.



TECH:  
*Loop earplugs*

There's a smart, reusable earplug for everyone thanks to Loop Earplugs. Born out of a desire to address tinnitus resulting from frequent motorcycling and music festivals, today, Loop targets everyone. *Loop Quiet* targets sleep, travel, focusing and noise sensitivity. *Loop Engage* suits social gatherings, with *Engage Kids* perfect for younger ears. Finally, *Loop Experience* takes the edge off – without impacting sound quality, ideal for live music, focus, noise sensitivity and motorcycling.



BEAUTY:  
*Conserving Beauty*

Conserving Beauty dismisses the long-held perception that skincare products and water go hand in hand by formulating waterless beauty products that don't sacrifice results or water. Conserving Beauty's InstaMelt Day Dissolver Wipes instantly dissolve after use, leaving no micro-plastic or waste behind. Infused with ingredients to easily dissolve all traces of makeup, they gently exfoliate to reveal soft and revitalised skin.



AUDIO:  
*The Innovator's Dilemma Podcast*

In this episode of the popular podcast 'What You Will Learn', the hosts speak to the radical idea that the revolutionary business book *The Innovator's Dilemma* is based on – that great companies can fail precisely because they do everything right. In the most straightforward and unassuming way, explaining this paradox is the purpose of the book. First published in 1997, *The Innovators Dilemma* became known as the book that forever changed corporate America.



READ:  
*Outlive – The Science and Art of Longevity*

An instant *Sunday Times* and *New York Times* Best-seller, *Outlive* is a manual to living a better and longer life. The world's top longevity expert, Dr Peter Attia believes a well-founded strategic approach to extending lifespan while improving physical health will see you outlive your genes and he uses this book to guide readers through his approach.



ACCESSORIES:  
*Lab grown diamonds*

With the world focusing more and more on ethical and sustainable avenues, lab grown diamonds have emerged as a popular alternative to natural diamonds. Sydney-based jewellery brand Union Studios is just one of the brands using sustainably created diamonds to accelerate the shift to more conscious industry practices, challenging traditional conventions to create a simple offering based on sustainability and quality.



DRINK:  
*Sobah*

31 percent of Australian consumers now buy non-alcohol products. First Nations-owned specialty craft brewer, Sobah uses native Australian ingredients to create high-quality non-alcoholic drinks. Breaking down the stigma of socialising sober while also raising awareness of Australian First Nations culture, Sobah provides a better choice for those not drinking, whatever the reason.

# The Creation of Innovation

From nice-to-have to essential: How innovation has become a strategic pillar at Gilbert + Tobin.



Caryn Sandler  
Partner + Chief Knowledge and Innovation Officer and leader of the Gilbert + Tobin Legal Service Innovation Team and G+T Innovate

**What's Driving the Need for Innovation in Law?**  
Technological and competitive disruption in the law business is difficult to overstate. In perhaps what is viewed as the most traditional of professions, a major change is underway. With the advent of new technologies, generative AI, processes, and ways of professional thinking comes unprecedented levels of disruption.

Law firms must move with, or even ahead of, the times or risk being impacted by entrepreneurial specialist entrants, new technologies and the haemorrhage of top talent to other firms and corporates. Leading corporate in-house legal departments need much more than top-tier legal expertise; they require a class of providers with an ability to integrate legal, business and technological expertise backed by a seamless infrastructure to tackle sophisticated, high-value business challenges.

Recognising that we must continue to evolve, senior leadership at Gilbert + Tobin (G+T) have focused on revisiting the business model. The legal operations area of the firm quickly shifted from being considered support (an overhead) to an essential and 'expected' part of high value legal services, with the potential to generate its own revenue stream. Innovation is no longer an ancillary function or 'nice-to-have' but something vital to the business.

To support this, we have focussed on building and structuring a strong, multi-disciplinary team that embraces and nurtures diverse competencies and skills; and constructed a business model to demonstrate how innovation could be prioritised.

**The Leadership Spark: A Catalyst for Change**  
G+T prides itself on being a forward-thinking organisation and it embraces its legacy as a disruptor. Over the years, G+T has identified new and emerging industries and practices and it was now critical for the sustainability of G+T to have a strong legal service delivery team.

In my role as Chief Knowledge and Innovation Officer at G+T, I established the Legal Service Innovation team in 2018, bringing together existing teams and unifying individuals who had been focusing on

process improvement, knowledge, legal technology and analytics within G+T. The team's mandate is to identify opportunities to optimise and innovate the firm's legal services, whether through re-inventing or re-imagining legal process, developing in-house technologies, adapting and customising third-party software to automate a legal process, or creating new partnerships for legal services. This team embraces technological disruption – it's this disruption that will have a significant and inevitable impact on traditional legal practice.

Collaboration sits at the heart of the culture, and everyone had to embrace innovation. Alongside our Chief Operating Officer (now CEO), I had to get the partners to believe in the vision for legal innovation and understand the potential impact of growing the team. They needed to be confident that the investment in the team and associated legal technology would result in a suitable ROI from both realising efficiencies and generating incremental revenue.

We argued that all partners have been and will continue to be impacted in some way by the adapting legal landscape and highlighted the questions they all continued to battle with: How do I differentiate G+T from competitors? How can I manage matters more efficiently to reduce margin pressure? How can technology make matters more efficient and speed up the due diligence process? Clients had also started to request assistance from G+T to enhance the productivity of their internal legal functions.

One of our greatest strengths is an open-minded partnership willing to embrace change. The willingness of partners to embrace the Legal Service Innovation team was evident by their endorsement of my promotion to equity partner. As a non-practicing lawyer, my promotion disrupted the traditional legal model and challenged the assumption that value is only derived from direct legal revenue.

G+T continues to build an innovation culture by pioneering the practice of providing graduate lawyers and summer clerks the option of undertaking a rotation in the Legal Service Innovation team, which develop the skills that go beyond traditional practice methods and prepare lawyers for an increasingly diverse and technology-driven marketplace.

**Legal Service Innovation: The Evolution of the Team**  
I am often asked, 'how do I take a pool of graduates, accomplished partners and a group of lawyers with eclectic digital skills, and create a culture of collaboration, integration, and inclusion to deliver legal innovation?' Surely this is an impossible task considering lawyer skills and attributes often oppose those found in innovative cultures and the starting point for each group of lawyers is considerably different? We achieved it with a clear vision and purpose. Our purpose is for our lawyers to be ahead of the curve.

To do so, we transformed the mindset and the capabilities of our lawyers to use new processes and data that further enhance the quality and

efficiency of their decision-making and service delivery. Investing in capability, improved process and technology, we developed underlying lawyer competencies and tools that enable G+T to pre-emptively pivot as the market evolves, thereby future-proofing the firm. Just last year, a firm-wide 'Ways of Working' training program in current best practice was implemented. This initiative centred on the newly developed G+T WOW model, which targeted four key growth areas – project planning, leadership and collaboration, technology and self/team development. A series of workshops, alongside an intensive internal campaign, over a period of 6 months created a new WOW language and culture.

Another example of putting this strategy into action was ensuring that our senior lawyer cohort is accredited in project management. We audaciously designed a first-to-market course that achieved accreditation, and we are the first Australian law firm to provide senior lawyers with independent certification by the Australian Institute of Project Management (AIPM). We are also the first law firm to offer AIPM-endorsed training in Legal Project Management (LPM) for our clients.

The Legal Service Innovation team has grown to over 60 people since 2018, supporting and cultivating a transformational mindset within G+T. The team does not work in isolation. They approach projects and matters hand in hand with lawyers and collaborate with them to deliver legal work. For example, when leveraging AI on matters, this team supports our lawyers in understanding the technology, its applications and helps them interpret results. The legal transformation specialist understands the AI, but also has a background in law and can speak the lawyer's language. These varied skill sets are what gives the Legal Service Innovation team the edge. We see it as the left arm supporting the right.

Building our team and achieving the support of leadership would not have been possible without a cohesive drive to instil a culture of innovation, as opposed to a function of innovation. This has been our differentiator and key to success. We've proven to the G+T partnership that we can create an innovation culture that permeates the entire firm and build a team that has the capacity and capability to be truly leading edge. Innovation now drives tangible results in the form of products, technologies, services and measurable efficiencies. We will always have a way to go, but the foundations are very real. We have truly come full-circle.

Gilbert + Tobin  
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gtlaw.com.au



# Back to Business

While colonisation has seen Indigenous business mostly excluded from the mainstream economy for the past two centuries, today First Nations people are reclaiming their space in business. A vehicle for self-determination, they're using business and social enterprise to tackle this generation's biggest social and environmental crises.

According to Gemma Pol, Wiradjuri, Ngemba and Paakantji woman and Communications Manager at First Nations not-for-profit Common Ground, First Nations trading routes have existed on this continent since time immemorial. While Europe and Asia had the Silk Road and Spice Trade, Aboriginal and Torres Strait Islander peoples had sacred pathways and songlines. These songlines guided ancient trade and were the blueprint of this continent's first economy. Its first business sector.

"Colonisation has seen us mostly excluded from the mainstream economy for the past two centuries", says Gemma. "Today, First Nations people are reclaiming our space in business. We're using business as a vehicle for self-determination, and we're using social enterprise to tackle this generation's biggest social and environmental crises.

"First Nations people have an intuitive desire to care for Mob, first. It's because of this innate collectivism that a lot of Blak businesses, even when they don't self-identify as a social enterprise, have a social agenda. Whether it be creating opportunities for our most vulnerable community members, maintaining and celebrating our diverse cultures, or caring for the environment and land, Blak businesses are emerging as leaders for sustainable change."

The Aboriginal Carbon Foundation, winner of the 2022 Indigenous Ingenuity Award at the Indigenous Business Month Awards, is one such business. The AbCF supports carbon farming projects led by Indigenous rangers by connecting Aboriginal communities who supply carbon credits with organisations seeking to offset their carbon emissions. Co-founded in 2010 by Rowan Foley, a Wondunna man of K'gari's (previously Fraser Island) Badtjala people, who identified a future in carbon farming and its benefits to First Nations communities.

13 years later, the AbCF is an industry leader in creating Indigenous community prosperity not just through carbon farming but through another of its innovations – a world-first Indigenous trading platform of environmental commodities. "We've developed a trading website called Catalyst Markets and cultural fire credits are the first commodity that we're trading", says Foley. "For the first time you can invest in Traditional Owners looking after country by buying their carbon credits or buying cultural fire credits, which look after serious bushfires in Australia".

By combining traditional ways of environmental management with carbon credit investment, the AbCF is helping to provide tangible solutions for climate change problems across Australia. "Innovation and trade have been a part of our culture for a long time, we are just using modern techniques and tools to help look after country, support Traditional Owners and address climate change. It's not as though these problems don't have solutions, because they do."

According to Gemma Pol, "There are gaps in the market only we can fill, thanks to our unique lived experience, and the wisdom of our Old People pulsing through our veins. Our businesses transcend transaction. We centre relationships and long-term connection. We often think beyond the current time, about how our actions today will affect the next thousand generations."

From carbon to creativity, and another First Nations business using their platform as a catalyst for change is the creative agency Solid Lines. Led by artist Emrhan Tjapanangka Sultan and RMIT Researcher Nicola St John, Solid Lines began with a group of young artists from Ntaria School in the Alice Springs region of the Northern Territory, taking part in a series of Nicola's design workshops, which quickly fuelled the development of the design enterprise, Ntaria Design. Driven by students keen to work within Australia's design and commercial art spaces but without the culturally supportive pathways to access the industry, the idea of a First Nations illustration agency was born.

"Aboriginal art is always evolving and we're evolving as well", says artist Coree Thorpe. "We don't want to be pigeonholed as Aboriginal artists but be acknowledged as contemporary artists in our own right."

Today, in partnership with creative agency, the Jacky Winter Group, Solid Lines provides the platform and protection to support a transformative shift across industry, offering First Nations creatives access to fair and respectful commercial representation.

In 2021, a first-of-its-kind research project revealed that in 2018, the gross income from Indigenous businesses was \$4.88 billion, contributing more to the Australian economy than the beer industry. In 2020, that figure rose to \$8.8 billion driven by more than 12,000 predominantly Aboriginal-owned businesses.

"Importantly, Blak businesses are over 100 times more likely to hire First Nations people than non-Indigenous businesses", says Gemma Pol. "Our businesses forge pathways to economic participation and independence for our people that might not otherwise have existed. But while 12,000 Blak-owned businesses is positive, parity with the mainstream translates to 78,000 Blak-owned businesses, so we still have work to do."

"It's no secret that capitalism and caring for Country are incompatible. Perpetual growth on a finite planet inevitably leads to climate chaos and environmental catastrophe. The entire system needs to be reimagined and redesigned, not just its features. At the same time, we are here, now. At this moment, our survival depends on our participation."

*storm journey* by Coree Thorpe, a Yorta Yorta, Gunditjmara, Gunai, Wurundjeri artist based in Melbourne.

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Common Ground [commonground.org.au](https://commonground.org.au)  
Aboriginal Carbon Foundation [abcfoundation.org.au](https://abcfoundation.org.au)  
Solid Lines [solidlines.agency](https://solidlines.agency)



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# Electric Adventures



Bendigo-born Dave Budge combined his love for the Australian bush and desire to protect the environment with his passion for classic Land Rovers to create Jaunt – transforming iconic vintage cars into electric vehicles.





Jaunt's Porsche 911 electrification system is fully reversible and requires no modifications to the car at all. A complete transformation with an undo button, it gives the world's most iconic sports car more performance, guaranteed reliability and 320 km of emissions free driving.

Jaunt founder Dave Budge and one of Jaunt's first electric Land Rovers – a 4WD that uses renewable energy to become an electric vehicle at home in the landscape.

“I started to wish I had an electric four-wheel drive so I could enjoy this beautiful, pristine environment in a more sustainable way.”



Jaunt is an Australian start up that adds modern technology to classic Land Rovers to turn them into electric vehicles [EVs]. And it all started with a... well, jaunt. Co-founder Dave Budge and his partner were heading out on a long-distance camping trip into outback New South Wales in his beloved 2015 Land Rover, when he realised the hypocrisy of burning 300 litres of diesel to get there. “I started to wish I had an electric four-wheel drive so I could enjoy this beautiful, pristine environment in a more sustainable way”, he says. “And when I looked at the numbers, I realised other Australians might too.”

With one of the lowest adoption rates of EVs in the world and sports utility vehicles (SUVs) accounting for more than half of Australia's vehicle sales, Budge quickly realised that his personal problem was also a societal one. “The electric vehicles on the market at the time were hatchbacks or luxury sedans, not great for going off-road” says Bendigo-born Budge. “We weren't making EVs in the kinds of cars Australians buy. 90 percent of this country is remote and harsh; if we want Australia to catch up with the rest of the world, we need to build an EV that can cross a river, drive through mud or tow a boat.”

As a designer who has spent most of his career working with emerging technologies, Budge not only understands technology but also how to humanise it. “The barrier to wider adoption is usually in the user experience. I'm good at designing and packaging technology in a way that makes the most sense. It's about simplifying the complex.”

And that's exactly what Jaunt does. Founded in 2018 with his business partner Marteen Burger, Jaunt is a technology system that converts iconic four-wheel drives into electric vehicles. The technology and design enables classic cars to be retro-fitted with batteries to become an electric vehicle that can be used every day. “We build what most people imagine an older classic car is like”, he says. “Not just making the wheels spin with an electric motor but doing it in a way that is packaged and designed in the most simple, beautiful way possible.”

Together with a team of specialist engineers from Victoria's renowned ex-automotive industry (Toyota, Ford and Holden all had Australian headquarters here), Jaunt manufactures and converts, so customers can buy one straight from the workshop or bring in their own model. “We're seeing families, farmers, all different kinds of people. There's a real desire for vehicles that have this nostalgia but also this capability and utility that's currently missing from most of the electric vehicles on the market, and definitely the ones on the market in Australia.”

Currently focusing on three models: the Porsche 911, Land Rover Defender and the classic Mini, restoring and electrifying a Land Rover costs around \$125,000, (comparable to the cost of a new one), with a similar cost for the Porsche. Converting the Mini costs about \$70,000. “Many motorists didn't know that conversion into an electric vehicle was an option and just assumed they would need to buy a new electric vehicle if they wanted to join the club”, says Budge. “Conversion of cars alone is not going to save the planet, but doing so does save about 90 percent of the carbon emitted by building a new vehicle, which makes it a very real alternative.”

There are currently four Jaunts on the road in Australia, and 30 orders on a waiting list, and thanks to a recent partnership with British-based Felten (previously Zero EV, one of the biggest electric vehicle conversion companies in the world), Jaunt is on track to start supplying conversion systems to workshops around the world. Using kits supplied by Budge and his team, mechanics and enthusiasts will have the technology, tools and training to be part of the growing global demand for electrification.

“Our goal all along was to make cars that belong”, says Budge. “Cars that feel appropriate in the landscape and right for the moment. We've consciously harnessed that into our engineering approach to create vehicles that look great and have the range and performance to go anywhere.” Let the electric adventures begin.

Jaunt [jauntmotors.com](http://jauntmotors.com)  
101 Collins Street has six Orbis Viaris EV chargers on Level 5 carpark.





# Ideas People

What does innovation really mean? When it comes to new ideas and successfully implementing them, we meet 101’s quiet revolutionaries adding value to their companies, teams and cultures.

## Louisa Lin

Investment Banking Analyst, Flagstaff Partners

Louisa is the founder of ACRYLIQUE, an innovative press-on nail brand revolutionising the beauty industry. A recent graduate in her first full-time role at Flagstaff Partners, Louisa has adapted to a full-time career, showing that with hard work and innovative thinking, anything is possible.

**What does it take to be a good Investment Banking Analyst?** You need a few key strengths: technical skills, attention to detail, and a strong commercial understanding. We work with ASX-listed clients so we need to produce work that's well-considered, high quality and accurate. Equally, it is important to have soft skills like communication and relationship-building. When you become more senior in the business, your job is to bring in business. My strength lies in the relationship-building side as I'm intrinsically curious about people.

**Tell us about ACRYLIQUE and the work you do on top of your role at Flagstaff?** I launched the brand in November 2021, with 14 months of prep and brand building beforehand. ACRYLIQUE sells salon-grade press-on nails that apply in 10 minutes, last two weeks, and actually look real. They cost half the price of salon nails, and can be reused up to five times. I noticed a gap within a smaller subset of the already-saturated beauty market. There are people who work in professions where getting salon-done nails is just impractical. For example, nurses, chefs, musicians and even people who type a lot like me. My best friend Anna is a nurse and a midwife, so she can't get her nails done professionally for hygiene reasons, but she loves beautiful nails. Now, she can apply my nails in less than 10 minutes and they look like she's just spent two hours at the salon. Before she goes back to work, she peels them off, and stores the nails to reuse.

During COVID, a lot of struggling nail technicians started hand-making nails and mailing them out to clients. My perception of press-on nails had always been bad. There were the ones from high street chemists which look fake and flimsy, and then there are the ones the nail technicians had started doing which

looked real. I thought there must be a way I can create a brand around this. I'm not a nail technician and I don't know how to make nails, but I was sure I could source a supplier and create a brand that makes real-looking, high quality press-ons. And that's what I did. Now, ACRYLIQUE is a year and a half old and it's accelerated my learning in every way.

**In what ways is the business innovative?** It's a DIY beauty product that solves several problems. It helps time-poor people as it's a product that can be applied in under ten minutes on the go without compromising on look and quality (I've applied a full set of nails in a moving car!). It is also budget-friendly. I know a lot of people have had to find ways to cut expenses. ACRYLIQUE costs half the price of a salon visit, and can be re-used meaning the cost per use goes down over time! Finally, for people with an active lifestyle, parental responsibilities or employment commitments, it is a product you can use when you need it.

**What advice do you have for people looking to start a business?** They should just start. I spent 14 months preparing but if I had launched a year before, my business would probably have grown more than it has today. It's called 'analysis paralysis' – don't let it stall you because time in the market is much more important. Once you start a business, you'll come across many challenges that you can't plan or study for, so just start! It takes a lot of mental strength. As a solo founder, it's tough to shoulder all the burden when things go wrong. When customers complain, when you have doubts or when you don't have a business partner to validate your ideas, you sometimes feel like you could quit any time. Having confidence in your idea, your ability to work through anything, and a good sense of yourself so that you can pick yourself up is essential. Before I started the business, I was a very emotional person. I was reactive and setbacks would consume me for days. Now I don't think twice. Starting a business has helped me build character and resilience and it's that sort of learning you can't put a price on.



## Cassandra Abbley

Director of Group Health and Safety, Logos

Cassandra is an outcome-driven leader with extensive experience in Health, Safety, Environment and Sustainability strategy, risk management programs and establishing and implementing governance frameworks and processes.

**How do you innovate in your role at Logos?** Listening is a big part of it, but also being able to communicate. In my role, I communicate to the board, to our external stakeholders, contractors and to our teams on the ground, so appreciating who you're communicating with and what you need to say is really important.

I'm in a discipline where there is no right way or wrong way of doing things, so I have to continue to keep myself informed so that I can be as flexible as I can to get to an end goal that meets all parties' needs. When the existing path is not one that people either understand or want to be a part of, I have to pave a new path every time. That has enabled me to work across regions that historically don't value health and safety in the same way other countries do. Or working in markets that don't have robust regulatory frameworks like others do and bringing people in on that journey.

Presenting an accessible picture is the best way to ensure people will come and talk to you and want to work hard for you and with you, so creating that presence in the workplace is really important. I think these attributes have been fundamental in helping me create this function and ultimately doing so in this new environment, which is a large global, real estate investor. Logos see the value in that and take it on wholeheartedly, which is rewarding.





Kate Dillon

Director, Employee Strategy and Experience, Gilbert + Tobin

While the traditional portfolio of non-executive directorships is well recognised, the case for combining two demanding day jobs is less well established. As Director of Employee Strategy + Experience at Gilbert + Tobin and Director and Founder of purposeful fashion e-tailer, She Lion, Kate is passionate about demonstrating that this is not only possible, but that the combination is mutually reinforcing.

**As a director at G+T, what does your job entail and what does a normal day look like for you?** At G+T, I cherish the ever-changing nature of my “normal” day. This allows me to be intrapreneurial within the firm. My role involves a strategic overlay on employee strategy and experience, which means I get to work on a diverse range of projects. It could involve traditional employee experience elements, such as optimising the overall work environment for our people. On other days, I may be focused on supporting facilitation or capability for team offsites, or specific consultancy to internal stakeholders. All these aspects excite me immensely, as they contribute to building a positive and progressive culture within the firm. Each day brings new challenges and opportunities for growth, making my journey at G+T immensely fulfilling.

**What does it take to be good at what you do?** Persistence, active listening, and curiosity.

**Tell us about She Lion and the work you do in that space.** She Lion was originally about beautiful tools for the modern working-woman; luxurious handbags made with distinctive interiors that command

attention, never compromise functionality and ensure that you bring your A-game to every business encounter. Having practised as a lawyer for some time, I had become increasingly frustrated at not being able to find a bag that suited my needs – so in February 2014 She Lion Group was born. Then, following a year of extensive networking, many RMIT handbag construction and digital design courses, research and development, an eight bag collection was launched in July 2015, designed to embolden the wearer to #WalkFearlessly. We are now stocked on The ICONIC, Wolf + Badger, OCTANNER, and our own site: shelion.com.au, and have added “zero-to-wear” Australian made apparel, and keynote speaking to our offering.

**What’s one thing you’ve learned from starting and running a business?** A key learning along the journey has definitely been the danger of “not knowing what you don’t know”. I have had to accept and embrace the feeling of vulnerability, a position contrary to my legal background where I’ve been trained to rarely put myself in such a position willingly. This has been confronting and it still is, though the silver lining is that it incentivises me to push through the fear and find a solution. My grandfather’s mantra has been instilled in me from a young age: “anything is possible with a bit of guts and determination” (or G&D as he refers to it). This has kept me going and become a pivotal pillar in the She Lion brand. I’ve also learned that things that appear simple from the outside are far more complex in reality, but if you persevere and ask lots of questions, you’ll cultivate the confidence to know that you can find the (often evolving) answer.



Chelsea Patten

Manager in ESG, VFMC

Chelsea Patten is a Manager, Investment Stewardship at VFMC. VFMC’s investment stewardship approach focuses on four key areas of work: active ownership, ESG integration, undertaking major ESG projects, and collaboration, covering governance and culture, climate risk management, modern slavery, human rights, ethical supply chains and labour standards, occupational health and safety, and gender and diversity.

**How have you got to where you are today?** I started my career in chartered accounting before switching to corporate for almost 20 years. This is my first role working with an asset owner. During this time, I have worked with people I really admire and respect. Making the effort to establish a relationship with people and staying connected has been invaluable. I have always sought to leverage my knowledge and skills in different contexts and, to this end, my roles have traversed accounting, investor relations, government relations, a Chief of Staff role, and my final corporate role was as Head of ESG APAC at BHP. In joining VFMC I have the opportunity to bring these skills together on the other side of the table as an investor.

**What innovations have been made in the ESG space recently that stand out to you?** Innovation is so important in ESG as it drives progress and enables organisations to achieve their ESG goals. I’ve especially enjoyed following the innovation that has contributed to creating more inclusive, diverse workforces, a key ESG thematic. Innovations such as rethinking the design of work, where it gets done and recruiting based on required attributes (not just ‘years of experience’) and from different target industries.

**How do you ensure growth and evolution to adapt to the future in your role at VFMC and outside of it?** Reading, speaking to a diverse range of people and always trying to pre-empt the issues. The pace of change in the ESG space means that we are always learning about new ESG related issues and needing to rethink and adapt to the evolution of existing ESG themes. Ultimately, I want to help manage risks we face, such as climate related risks and also contribute positive, real-world outcomes.

**What are some of the biggest challenges you have faced over your career and how have you overcome them?** I’ve had moments where my personal values are at odds with decisions being made around me. It can be hard to reconcile but I now know where I ‘draw a line in the sand’, and I place enormous value on being able to put my perspective forward and being heard.

**Can you tell us about some moments you are particularly proud of?** Many years ago, I was involved in developing an organisation’s climate change position statement. At this time, detailed climate change positions and disclosure around climate change was evolving. Development of the position statement involved many stakeholders, lots of butcher’s papers and a number of robust discussions! The position has been tweaked over the years but has stood the test of time.



Eibhlin Fletcher

People & Culture Manager, Growthpoint

As well as People & Culture Manager at Growthpoint, Eibhlin is the founder of Get a Grip of the Grind – a women’s mentoring company with programs that dare women to be bold and fierce both personally and professionally.

**What does it take to be good at what you do?** There are probably a couple of hats here. There’s me as an individual, then there’s me operating in the People and Culture space and then there’s me running Get a Grip of the Grind. When I look at the connectors, a lot of the work is listening and coaching. When you’ve got a human-centric role within a business, the relationship aspect becomes quite important, so my values come to the fore in terms of listening to people so that they feel heard and seen. Then coaching them to extend. I like operating in a company of Growthpoint’s size because I know everybody as an individual; they’re not a number and equally our executive team knows everybody as an individual, which is rather special.

In my work, it’s important to be firm but fair, and build similar processes within the business. There’s a lot of courage required in a role like mine to balance the voice of the employees with the expectations of the business. In Get a Grip of the Grind, I push people to be more courageous in the workplace and life generally, because I want them to live a fulfilling life. When it comes to risk, my view is if you’re not hurting anybody and there are no major adverse consequences, why not take the risk and have a life of no regrets rather than living inside your comfort zone, which in the long term is not healthy for the soul.

**Can you tell us about it and the work you do on top of your role at Growthpoint?** Get a Grip of the Grind is my passion project. It manifested when I was running my own business doing a lot of executive coaching, mostly with women. I saw women sacrificing what kept them motivated through poor lifestyle choices as they juggled family demands, career pressures and conventional expectations. Daily habits were eroding resilience at work and home and debilitating their ability to make good decisions. The grind was shaping their identity. They had lost their sense of self. Work performance ultimately suffered, and so too did personal happiness and relationships. Time out of the grind was elusive, let alone the ability to go on a journey to rediscover what keeps them motivated.

So, I set about building opportunities where women get out of their grind by adventuring in nature to supercharge their passion to reinvigorate their lives and ambitions. My work is grounded in the science of spending time in nature, away from urbanisation, self-actualisation and change theory. Through a partnership with the University of Melbourne and University of Newcastle, we discovered there is very little scientific evidence on female-only programs based in nature and focused on stepping outside of their comfort zone. I don’t want people to stay within their limits, settling for what others want for them, nor do I want people to blend in or get stuck in their grind. I want people, especially women, to live their big life with no regrets.



Lloyd Way

Managing Director, Miles Advisory Partners

Lloyd has been with Miles Advisory Partners for ten years. An innovative leader, he represents a ‘changing of the guard’ in investment banking, challenging traditional industry approaches to be more inclusive and empower a new generation of young investment bankers.

**How do you think you’re innovative in your role?** Traditionally in banking you have to work your way up through the ranks. You grind really hard at the bottom. I don’t believe in working that way. I’d rather our junior staff have a good work-life balance and feel empowered. I like to make sure that they want to work with me and feel like they’re part of the problem-solving and decision-making process. If they believe they have a part to play, they’re going to do a better job. So I’m very happy to roll up my sleeves and do what I need to do to make sure they play an active role in the business. Our people are our best assets, so making sure that they’re outcome-driven is my way of being innovative. I’m a massive efficiency fan in everything that I do. I try to get the most efficiency I can at work and at home, which drives my partner crazy sometimes, but the way I do that at work is really just making sure that people want to be there.

**What does it take to be good at what you do?** A few things. We have to be analytical and able to pick things up and problem-solve quickly. Often you’re in the room and you need to solve something in front of a client or there’s lots of things going on, so it helps to be quick on your feet. It’s also about being a people person. People have to want to work with you both internally and externally. When you’re thinking about winning work, you’ve got 20 minutes at the start of the meeting to impress someone and make them feel like they want to work with you because there’s three other people who are about to walk in and try to do the same thing. At the end of the day, you get picked because people want to work with you. And so it’s about building that kind of connection quickly.



Rohan Manikath

Managing Director, Miles Advisory Partners

Rohan has been with Miles for seven years and is a Managing Director on the leadership team. The first to get into the trenches with the junior team, Rohan leads by example and has been successfully completing transactions in a challenging market.

**What does being a good leader look like to you? Would you say your leadership style is innovative?** Personally, I think it boils down to being able to get the best out of people, which is hard to do. I haven’t got it all figured out, but I think that’s what it is. You want the people you’re working with to be the best version of themselves and create an environment that enables that. I guess innovation is about fresh ideas and creative ways of doing things, but how does that filter through to leadership? I try to lead by example. I would never ask someone to do something that I’m not willing to do myself. We get in the trenches. I do have to get better at delegating because it’s vital and I’m still finding that balance, but having that mentality is fresh and if you just create an environment where people enjoy being at work, they’ll take care of the client. It sounds like common sense, but it doesn’t often happen. It’s also important to understand the individual and what other pressures they might have, personally or otherwise. We need to protect and help each other.

**What are some of the biggest challenges you have faced during your career and how have you overcome them?** I think the biggest challenge is the voice in my head. Do I want a career or do I want to be an entrepreneur? I’ve always had this desire to be an entrepreneur. But I grew up with academic parents who were very risk averse, so I did the conventional thing and went to university and got a job, even though my head always goes to entrepreneurship. Even though it’s a challenge, I think it helps me operate the way that I do, because I think entrepreneurially about how we’re going to solve problems, and when I see a business, I want to learn about it. So, tapping into it has helped make my work better. Leadership and trying to motivate others can also be a challenge. We’re in the people business, you deal with different types of people and you can’t lead everyone the same way. It’s challenging but not insurmountable. I’m proud every time we get a transaction done, because when someone, especially a founder-led business, trusts you with their life’s work and we help them realise the value of that, it’s a huge privilege.

Daria Radchenko

Partner, Kearney

Daria Radchenko has become one of the youngest advisers promoted to partner at Kearney after joining the management consulting firm almost eight years ago. As well as focusing on telecommunications, the COVID-19 lockdowns in Melbourne gave her time to develop a new hobby – interior design.

**As a partner, what does your job entail?** There is a big focus on growing the business and pushing the thinking. Staying close to global trends in the industries we serve and having a point of view on what that means for our clients. Bringing the latest global expertise from our work overseas and applying it to the Australian landscape to help our clients grow. The other big portion is delivering the work so there are live projects that we support alongside. We had a large nine-month transformation for one of our clients and it’s making sure the team is delivering the best answer to the client and engaging at the right level, pushing the thinking but delivering results at the same time. The third piece is about building and attracting strong talent to the firm, with a big focus on diversity. I’m part of the Diversity Leadership Team and we’re designing dedicated training for our female consultants but also creating a stronger network for them to make sure they get the opportunity to be coached, supported and be successful in the firm.

**You were involved in the new fit-out for Kearney. In what ways is it innovative?** I worked closely with Axiom (design group) to agree on the design and configuration changes to the space and then managed the ideation, budget and delivery, ensuring that the final result reflected the initial ideas. It was a big part of my life for six months, but super exciting because design is a passion of mine.

We didn’t want the new space to look like just another office. It was clear that flexibility and comfort and the vibe of the place was becoming more important, and also realising that we have people who work from different locations, so technology and communication needed to be seamless from wherever you are. In terms of the layout, we made sure there are a lot more collaboration spaces for people to come together; it’s not just about sitting at your desk, it’s about having workshop areas and bringing a bit of fun into the workplace. We expanded our kitchen and lounge area, which now has a table tennis table, booths and a PlayStation. Given how hard we work, we want to play hard as well, and on a Friday night there’s a lot of activity in the office with people letting their hair down, talking about the week and bonding.

At Kearney we pride ourselves on having a very strong culture. We hire top talent but we also invest heavily in an environment where people want to stay. From a tenure perspective, we know that we are above average and I think culture has a big part to play in that. I recently interviewed some new consultants who came into the office and said that it doesn’t feel like a corporate, faceless space. We have digital displays everywhere telling people’s stories and showing our personality. We’ve purposefully designed the office with this in mind and it’s encouraging to hear that people who are looking to join Kearney notice it as well.







# Art Works

*Orbit* by Seung Yul Oh – two 6.5m high mirror-polish bronze infinity symbols which cantilever over the 101 Collins entrance space.  
Korean-born, New Zealand-based artist Seung Yul Oh.

The three new permanent artworks on the Ground Floor of 101 Collins Street break all the rules of what you're supposed to do in lobbies. Transgressing corporate codes, they invite people to stop, shed the more mundane aspects of their day-to-day life and connect to their mind and bodies. Together, they embody innovation in thinking, engineering, scale, light and sound, creating an almost transcendental experience.

"I want people to be very aware of their bodies and of the extraordinary nature of these spaces", says curator Emily Cormack. "Understanding that once we wake up the body and our senses, then our workday can operate in an entirely new way. These artworks offer visitors the opportunity to activate another part of themselves that they don't often get to exercise, where they're thinking about their body and how it moves through the everyday in a different way. The works will definitely give people time to pause for thought."





The experience begins at the Collins Street entrance. Revitalised as part of 101 Collins' Ground Floor Evolution by architects Bates Smart, the exfoliated black granite floor and specialist lighting treatment create a dramatic entry. It's here, in the entry niches, that we encounter *Orbit* – two large-scale sculptures by Korean-born, New Zealand-based artist Seung Yul Oh. Known for his whimsical works that play with scale and explore both spectacle and participation, Oh has created a pair of 6.5m high mirror-polish bronze infinity symbols, which cantilever over the entrance space.

Interested in redefining ordinary spaces and objects in both lighthearted and serious ways, Oh's work articulates the central ceiling space, highlighting its grand vastness, whilst the work's cantilevered curvature seems to embrace the viewer. According to Oh, "The form of the sculpture suggests grace, momentum and continuous action, mimicking an altered orbital pattern that one object might take around another. Binding together the left and right entrance niches in one continuous pattern."

"I wanted to emphasise the cycle of flow as an important aspect in our daily lives", he says. "Activity is both levitating and grounding, it comes and goes, it loops. I want people to feel something familiar but at the same time unfamiliar, something old but also new, something seen but unseen."

Coated in lush liquid mirror polish, *Orbit* captures and mimics the movement of people in the space, embracing the viewer in a nurturing but also comic and slightly unnerving way. The sculpture at once reflects the bodies of the viewers while they simultaneously dematerialise and become part of it.

When determining what sort of artworks would suit the different areas of the new Ground Floor, curator Emily Cormack divided the spaces into zones. "The entrance piece needed to articulate the entrance experience thoughtfully while responding to the key themes of transparency, immersion, reflection and liquid", says Emily. "Seung's work thinks through the entire space, successfully responding to all these ideas and, despite their luxurious materiality, they're not intimidating or grandiose, they're actually incredibly disarming."

Further inside the building, the gold reflecting pools sit in two spectacular voids on the left and right-hand sides of the Collins Street entrance. You'd be pushed to find a more beautiful and resonant gallery space in the entire city, or a more perfect artwork to fill it. *duplex* (2021) by the French artist Céleste Boursier-Mougenot is a visual and acoustic installation where, in the right-hand pool, a perspex circle submerged in the water contains over 80 floating circular ceramic bowls of different diameters, which clink together softly at different frequencies as a pump creates submarine currents.

In such a reverberant space, the white bowls gently circulating on the intensely black water creates both a visually stunning and sonically immersive experience.

The left alcove is empty, with a projection of related shapes and movements. Bright white circles, like retinal after-images of the bowls, move across the gold walls, replicating exactly the movement of the bowls but without the sound. The viewer becomes completely immersed in the movement of the dots, their reflections shimmering on the water below "like a silent echo of the crystalline sounds of its companion piece." Together, the two parts come together to create a truly immersive, full body experience where the combination of entrancing forms and mesmeric sounds encourage synesthesia.

"Celeste's work often fosters altered perceptual states of suspension and meditation", explains Emily. "As a former composer, he has a unique perspective into the relations that bind sound and objects. Spaces become instruments, where the body of the viewer can play them depending on where they stand and how they experience it. While it is a subtle artwork with discrete elements, the effect on the viewer is profound. The gentle clinking and silent movement are highly affecting."

For those coming in from Flinders Street, the immersive experience is a digital one. *Barerarerungar*, meaning 'Country' in Boonwurrung, a language from Kulin Nation, is a piece of video art by Melbourne-based artist Maree Clarke. Drawing from Maree's three decades of reclaiming and resurfacing south-east First Nations art and cultural practices, *Barerarerungar* uses new technologies to tell stories of the past. Nine wall-mounted video screens each depict different aspects of Country.

"I want to give people a sense of country and place in the midst of this very built-up environment", says Maree. "I would like people entering and exiting this part of the building to not just think about what they are doing and where they are going but what has been before and where they could go."

*Barerarerungar* recognises the longest-living culture in the world, and each monitor is coordinated to show the landscape of the Kulin Nation, from the coast to the forest, mountains, rivers, grasslands, plains and desert all under the sky where Bunjil guides and governs. Viewed together, the work visually transports visitors and passers-by to another place and time, providing an immersive and reflective space for people to slow down and connect with Country in the city.

From the enormity of Seung Yul Oh's sculptural duo and the synesthetic subtlety of *duplex* (2021), to the technological delicacy of *Barerarerungar*, all three pieces embody innovation by sharing new ideas and opening our eyes to new ways of seeing.

"I can't think of any commercial lobby artworks that are experimental in this way," says Emily Cormack. "It's a testament to the open and innovative nature of 101 that they're willing to dedicate some of the most beautiful spaces in Melbourne to art and transform them into something extraordinary. I have no doubt that this is going to become a truly significant cultural landmark."



*duplex* (2021) by Céleste Boursier-Mougenot is composed as an immersive sensory artwork and is designed to generate a synesthetic response in the body of the viewer.

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French artist Céleste Boursier-Mougenot.

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Maree Clarke is a pivotal figure in the reclamation and promotion of south-east Australian Aboriginal art practices.

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*Barerarerungar* meaning 'Country' in Boonwurrung, a language from Kulin Nation, by Maree Clarke.

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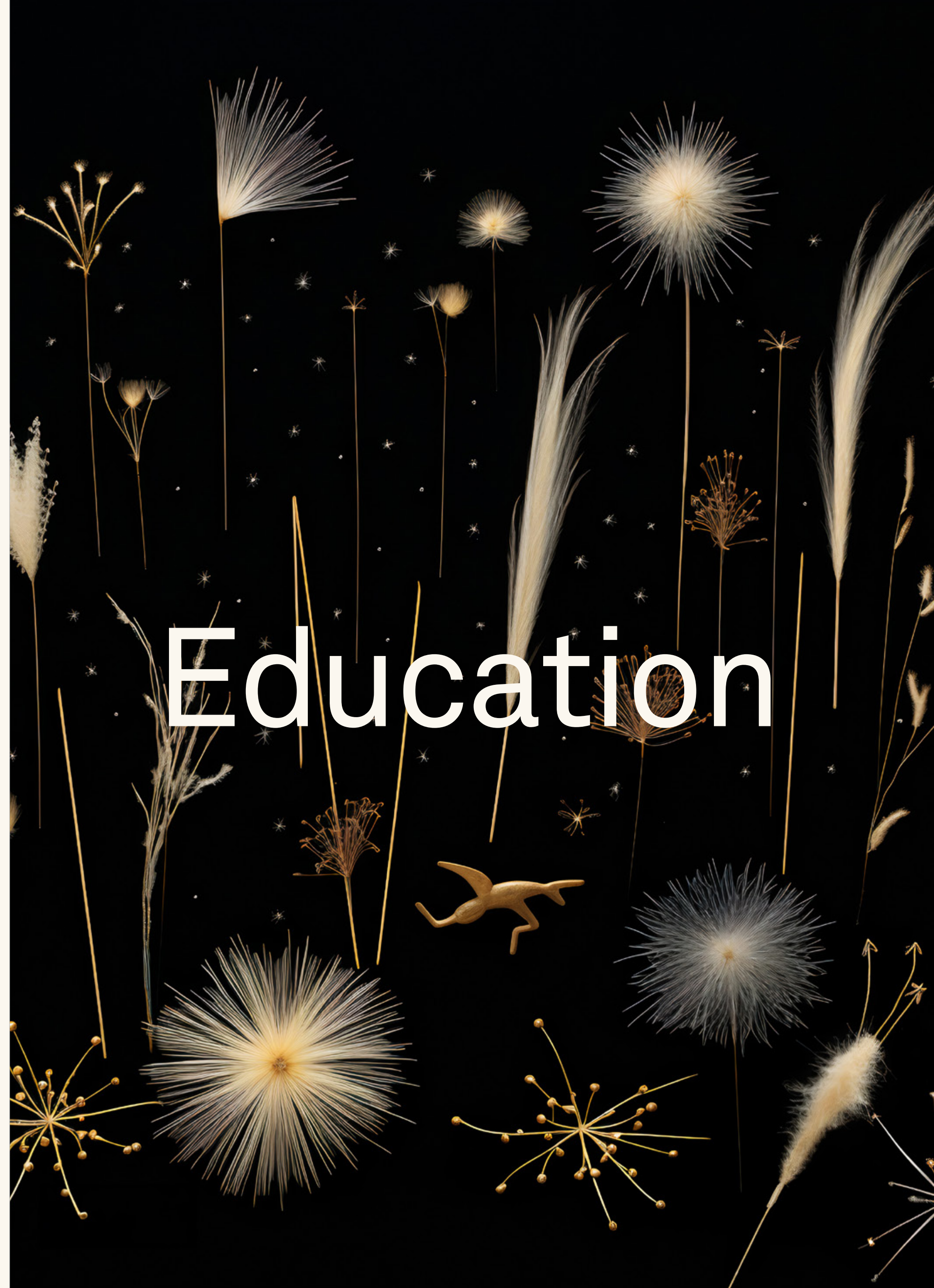


Artwork by Midjourney – a generative artificial intelligence program, creating digital images from natural language descriptions. Prompt: Abstract representation neurological pathways.

# Intelligent

# Education

Artificial intelligence in education: Wild West or universal opportunity? Two key figures in Australian education share their insights on how AI could both profoundly disrupt education and change it for the better.







Dr Catherine McClellan  
Deputy CEO, Research and Assessment  
Australian Council for Educational Research  
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Dr Catherine McClellan is Deputy CEO, Research and Assessment, at the Australian Council for Educational Research. She received her PhD in research and evaluation methodology at the University of Florida and is a psychometrician by training.

What does AI look like in education today?

CM: Like most new tools that become popular suddenly, it's a bit of a wild west. The tool is still new enough that it hasn't got widespread consistent use, so you're going to see patches where it's used very strongly, is well regulated and of high value, and other places where students are using it to write their essays and teachers may or may not be aware of that. I expect it will be a very influential tool but at the moment it's a little chaotic.

LM: It's definitely in evidence already but it's uneven. ChatGPT was immediately banned in some educational jurisdictions, so independent schools have been able to forge ahead with using it in their classrooms. Some schools are already using it as a participant in their classrooms, throwing questions to it and using it for brainstorming, planning and drafting.

What will classrooms look like in five years' time?

CM: We don't know. AI is an extremely flexible tool, but chatbot use is probably not ideal. People will take this giant corpus, the GPT part of ChatGPT, and they'll build specialised apps that meet students where they are, so they get exactly the right next step to push them forward. That's the perfect scenario and if AI can help us get there then more power to it, but I'm not sure that will happen.

LM: These services are going to get exponentially better. It's a bit hard to predict, but AI will be built into all word-processing software and all learning management systems. It will gradually become integrated into what we do in all sorts of ways, shapes and forms and any piece of writing will have potentially been generated in some way by AI.

Were you preparing for disruption by AI long before ChatGPT and Bard (Google's conversational AI) came along?

CM: We had been working with a company for a couple of years to generate draft versions of a lot of the assessment items we create without eliminating the people – we think of it as a drafting tool. Given what we do, we handle a lot of data, and we collaborate with companies that use language models.

LM: I applied for this grant some years ago and won it in 2021. I had already been researching and writing about AI, trying to say to people 'This is coming,' but no one was really interested in it – apart from the Australian Research Council – until ChatGPT hit last November.

What opportunities can this technology bring to classrooms?

CM: We don't talk enough about the likelihood that we'll be able to use AI to lighten teacher burden. Teacher workloads have escalated so dramatically, I'd love to see some focus on AI helping teachers give up some routine, time-costly jobs. It sounds silly, but taking attendance burns a lot of time and effort – surely there's some way AI can handle that for us, letting teachers focus more on instruction and supporting students. There's always a need for another human being to interact and connect with students, and giving teachers more time to do that is for the good.

LM: There are ways that it could be incredibly efficient in terms of administration in education and in handling very routine kinds of communication in institutions. It can be great to brainstorm with, you can toss ideas around with it and get feedback on things. There's also the whole area of personalising learning – but how that's managed is going to be very important in terms of ethics and social justice.

What are some of those ethical considerations?

LM: We need to address this fundamental problem: these AI services are not ethical. They're based on what's been called 'the biggest heist in history' – the huge theft of copyright materials online. We need to think about environmental impacts, the way this technology is trained, the people, environments and societies that are harmed in its training. Then there's the bias, the way AI services reflect the biases of the materials they are trained on – and bias in terms of what is not represented. Ethics needs to frame everything we're doing with generative AI instead of being an add-on.

CM: Data and privacy come to mind immediately, particularly the collection of identifiable data. We don't understand very clearly what the implications of all this collection are. And there's permission, ownership and intellectual property – if something is proprietary, who owns it if you use it somehow in an AI chatbot?

How is AI affecting equity in education?

CM: Covid exposed a lot of the constraints around digital poverty. AI will sit on mobile devices, which may make it a little less discriminatory in terms of resources, but internet access is going to be a big stopper in this. You need solid internet worldwide and that's not something we have.

LM: Different versions of ChatGPT provide different levels of empowerment. Some students will have ChatGPT Plus at home and others will still have ChatGPT banned in their classrooms. Already you're seeing these widening gaps in equity and access to IT.



Dr Lucinda McKnight  
Centre for Research in Educational Impact  
Deakin University  
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Dr Lucinda McKnight is an Australian Research Council Fellow at Deakin University's Centre for Research in Educational Impact. She is working on a government-funded project that looks at how teachers are reconceptualising writing for the digital age.

What are the main challenges around its implementation in schools and universities?

CM: Formation of policy and the boundaries we set. The idea of banning ChatGPT is probably silly – just like banning the internet or banning calculators, banning things has never worked in the history of ever. How do we use this ethically and appropriately to support learning, rather than to invalidate it? Where do you set a boundary around use to say this is still student generated, this is still evidence of learning? And that's hard.

LM: Access is the obvious one, when you have it banned in some schools and systems, and other schools forging ahead with it when it's not ethical. And, just keeping up with the extraordinary pace of change, which is unlike anything I have ever seen in my 35-year career in education – even with the arrival of the internet and word processing. AI is changing all the time; it's learning all the time.

By its very nature, policy will fall behind the pace of change...

CM: The big challenge is going to be how we keep up. We'll form a policy and by the time we've agreed, the tech has changed.

LM: It's very difficult. Schools have got to try to prepare students for further education and the workplace, but we know that changes within educational systems take a very long time. It's going to be a struggle to create an agile and responsive policy for this. Schools are already flying by the seat of their pants.

Are you concerned about ChatGPT being used for cheating?

CM: In the immediate term, yes. People are going to cheat. Are they going to be able to use it long term to avoid doing any work? No. People will learn how to manage the tool and they learn best when they are in a relationship, when they can trust and fail and make mistakes. A machine isn't quite there yet.

LM: We really don't know how this is going to play out. We also have to ask, if ChatGPT can do the assessment task, is the assessment task really worthwhile and fit for purpose? ChatGPT writes in cliches all the time because it is drawing on material that has already been thought. Education, now more than ever, needs to be helping students to think what hasn't been thought; it has to help students be really creative.

Does AI mean unlearning everything we know about learning?

CM: Individualised instruction is education's ideal state. This moves us towards that, so in that way it is a good thing, but it is going to continue to be a challenge. Learning is going to change, teaching is going to change, but education serves purposes that I'm not sure we're ready to give up. There is a societal imperative, for example, for some level of childcare while adults are at work. It wouldn't be just taking education apart; it would be taking society apart and rethinking everything we do.

LM: I would love to think it was going to mean a different approach, an approach that is much more grounded in human beings' lives and interests than mass school education has been thus far. But we have to be careful when we think about personalisation of learning, because personalisation invariably means categorisation and that means normative constraints on people. Already I've heard of people monitoring students' biometrics to make sure they are still on task, which is a really dystopian view of the future.

Finally, what are your hopes and fears for the use of AI in education?

CM: If we can form good approaches for policies and give teachers solid foundational training in how to use these tools in their classrooms, a lot of things can change for the better. If we don't invest in careful thinking about how to use this stuff, it could be a change for the worse. I'd like to see us go in the direction of making it a change for the better.

LM: Two-and-a-half years ago I was in the excitement phase that so many people are in now. But seeing what people are planning to do with it without fully engaging in the critical and ethical dimensions of it has brought me to a more cautious and hesitant space. White, male, billionaires are running this show and are making extraordinary profits that are hyper-charging inequalities in society. What are the guardrails that governments are going to put in place to make the benefits of these things more available to all of us? Who is going to profit from generative AI revolutionising the three R's? It keeps me awake at night.





# OPENING

The journey from the new Ground Floor up to Level 48 of 101 Collins Street feels like visiting a luxury hotel. You've checked in at reception and now you're on your way to find your room 48 floors up. Luxurious materials line the floors and walls, elegant lighting sets the mood, and the overall feeling is warm and inviting.

Except, we're not in a hotel, we're in a workplace. Specifically, Wingate's workplace. On the cusp of its 20-year anniversary, the finance and investment firm expanded from one half of Level 48 to the whole floor. This meant a complete redesign of the office space, led by the feedback from a workplace strategy survey given to all of Wingate's staff.

"Wingate has grown very organically over the last 20 years, and we'd made small modifications to the old fit out over the years, but we were starting to heave at the seams", says Maddy Stenniken, Assistant Development Manager at Wingate. "We wanted a new fit out which speaks to the tradition of the business, provides a luxury feeling for our clients and an easy transition from front-to-back of house for staff."

"The staff survey gave us three key drivers", says Cassandra Kirk, Studio Director at workplace design practice, Axiom. "The new space needed to seamlessly integrate cutting-edge technology to enhance hybrid working, provide spaces for collaboration and teamwork, as well as spaces for focused work. Wingate has a very high rate of in-office attendance, so focus was incredibly important."

In response, instead of individual offices, the redesign provides workrooms dedicated to each business unit to foster greater connectivity between senior leaders and their teams. Additionally, the office has five external meeting rooms, six internal meeting rooms, and eight workrooms, giving ample space for phone calls, focus work and collaboration. There are also wellness and quiet spaces, including four phone booths – acoustically sound 'mini-rooms' with a simple desk and chair.

But it's the front of house that packs a real punch. "Connectivity to our investors and industry partners is critical to us", says Maddy. "We wanted to make a great first impression but also have a functional space where we can entertain. We host boardroom lunches weekly, sometimes twice a week, so dual functionality was paramount. The high-end hospitality feel of the front-of-house, which doubles as a distinctive event space, is one of the biggest successes of the redesign. We use it all the time."

"I must say, the whole experience is well finished, but in the front of house we really took it up a notch", says Cassandra. "We wanted to celebrate the client journey to the new space, leveraging the ground floor experience, a seamless lift journey and the arrival experience itself, where our clients are met with unrivalled views of Melbourne."

## DESIGN

The front-of-house and client space in Wingate's new L48 office exemplifies the organisation's deep connection to its traditions and core values, while showcasing an innovative, forward-thinking approach. The space represents Wingate's core belief that people are at the heart of the business.

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The arrival concierge area is a space that both Wingate and Axiom deemed essential for celebrating the arrival of clients and visitors. It embodies the hospitable approach that Wingate aims to convey, making it a captivating and welcoming space. The design concept of 'Authenticity is Magnetic' is clearly visible as you arrive.

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A critical aspect of the fit-out's design was the emphasis on celebrating Level 48's breathtaking views. The planning and design intentionally directs one's gaze outward, toward the city of Melbourne below.

▼



# UP





Beautiful timbers and marbles are precisely the level of elevated finish you would expect from an organisation like Wingate, even if the colour palette is surprising. Warm, rosy marbles give a distinctive amber glow to the space, while comfortable, high end furnishings warm things up and humanise the interiors, aligning with the company's vision for a more human-centric workplace.

Inside, to maximise the views and architecture of the building, Axiom opened up the atriums on all four sides of the floorplate, which were previously enclosed. This means that almost all of the spaces are connected to the perimeter, enjoying natural light and views. Meeting rooms mostly sit in the core of the building, while staff work and break-out spaces line the façades – the staff breakout space is a major statement with southern corner views, fully stocked fridges and staff pantry, and is designed to accommodate both day-to-day interactions and functions.

“Everyone has a desk and each team works within a neighbourhood”, explains Maddy. “But we wanted to be quite strategic to ensure the right teams were near each other, while making sure the teams that needed more focus were in more focused zones. Encouraging incidental conversations and maximising connectivity, culture and collaboration was key, while providing quiet zones for focused work. Striking this balance in the design was critical.”

Wingate  
Level 48, 101 Collins  
wingate.com.au

“The non-bookable workrooms (originally senior leadership offices), have been particularly well received”, says Maddy. “They're set up like an office and anyone can jump in and use them when they want a quiet space. Staff attendance is at about 80 percent occupancy.”

Testament to further behaviour change is the movement through the space. “We intentionally centralised the bins to ensure waste is being distributed sustainably, and reduced the number of printers on the floor in an effort to become more paperless”, says Cassandra. “The new location of the bins and printers means that people have to move through the space more, which is a wonderful way for people to transfer past other teams, have a conversation and build connections to the people they're working with.”

Wingate celebrated its new space with an official opening and series of tours in January where Axiom shared their 'change approach'; that is, rather than the design dictating how staff are to use the space, designing to allow individuals to work in different ways, and in ways that work best for them.

“We are so pleased with the new design, and that the staff are delighted with the end result”, says Maddy. It highlights the importance of 'people-first' design.”



The Front of House space provides a versatile array of meeting areas, from boardrooms to training and lounge spaces, accommodating various types of meetings. The prestigious boardroom is a stand out, capable of sitting over 20 people. Stone and warm timbers add an inviting touch, creating a welcoming and tranquil atmosphere.

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The refurbished lobby on Level 48 is a testament to 101's commitment to excellence. Axiom created a compelling sense of arrival, starting from the ground floor and extending through the elevator lobbies onto the floor itself, while ensuring that the internal fit-out continued to reflect the Wingate brand.

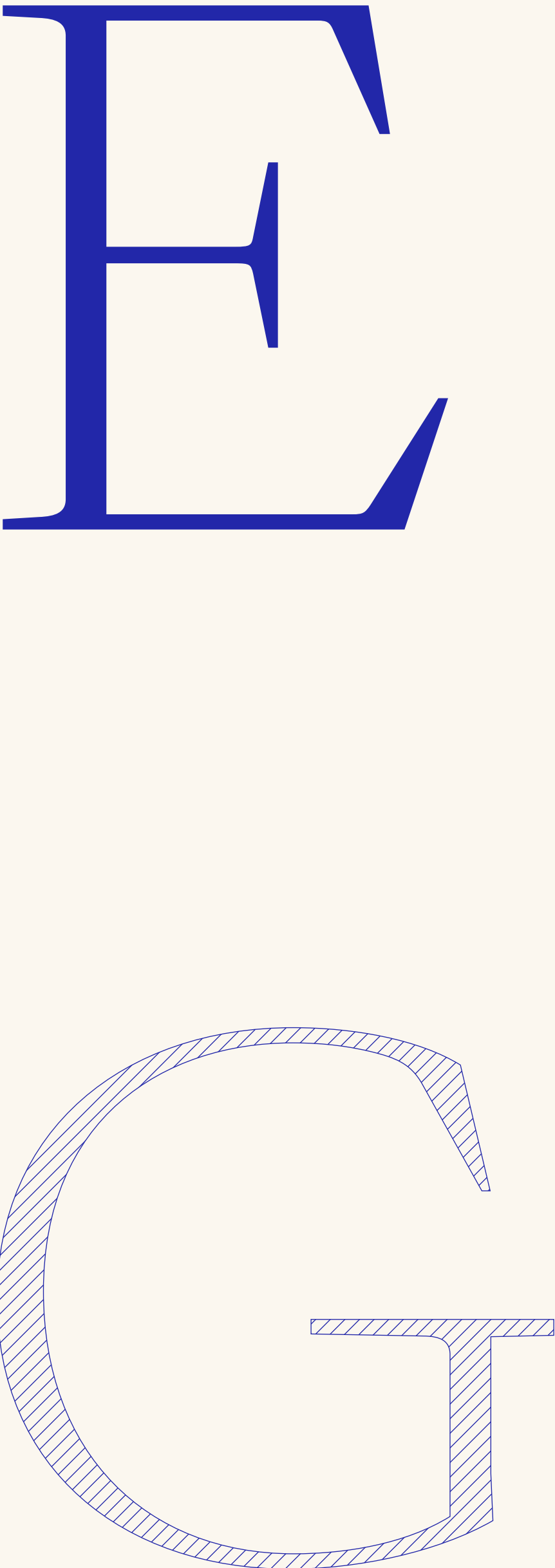
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Creating a space for employees to unwind and connect was just as vital as delivering an exceptional client experience. The booth lounges provide employees with the chance to bask in the natural light and views while offering a comfortable, semi-private setting for both casual interactions and semi-private meetings.

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# The Race to Net Zero

In the first in our series investigating Environmental, Social and Governance (ESG) and the role it plays at 101 Collins, we focus on the ‘E’, shining a light on 101’s environmental practices and how the building is turning net zero ideas into reality.



While executives are still working out the Hybrid working model, and with companies such as Airbnb and Atlassian still 100 percent remote if employees desire, the working from home illusion is fading and momentum is shifting towards mandating office attendance for some days per week. Workplaces and commercial office buildings need to work hand in hand to offer a compelling and enriched experience, as well as ensuring alignment with socially conscious investors and employees. This shift places ESG sustainability performance in the workplace front and centre.

Today, 74 percent of Sydney and 67 percent of Melbourne CBD occupiers have Net Zero Carbon Targets and by 2030, there will be significant demand for ‘zero carbon ready’ premises across the Melbourne CBD. According to JLL’s 2023 Future of Office report, electrification, which is a crucial factor in achieving net zero in commercial assets, is scarce. By 2030, 710,100 sqm of office leases to tenants with net zero targets will expire, but there is only 186,330 sqm of stock in the pipeline to meet this demand for all-electric space.

“101 Collins Street is an industry leader across the world in terms of what we do here”, says Selva Thiru, Senior Manager of Engineering and Sustainability at 101. “Our core values centre around environmental sustainability, and we have a comprehensive set of ESG targets to guide our actions and practices. By pre-emptively addressing the risks associated with climate change, and with evolving environmental standards, 101 is future proofed in the context of this rapidly changing landscape.”

101 is committed to achieving Net Zero certification and becoming a carbon neutral building by 2025. This sustainability commitment is underpinned by the continual assessment and live tracking of building metrics including Energy, Water, Waste and Indoor Environment Quality.

“101 has been on its electrification journey for over three years and will be fully electric by March 2024. When we switch our energy contract to renewables at the end of 2024, we will have removed fossil fuel usage”, says Selva. “Our domestic hot water system is already fully electric and we’re one of the first premium commercial buildings to have achieved this. The removal of natural gas is coming for commercial buildings by 2026, but by 2024, 101 will quite possibly be the first premium building, that is not a new development, to be fully electric which is an amazing accomplishment for a 30-year-old asset.”

As well as progressing at a pace on its decarbonisation pathway, 101 engages with innovative technology to continuously support the improved efficiency of the building.

“101 has amazing owners and managers who have invested in the digitisation of the asset”, explains Selva. “It has been a four-year journey but we can now proactively manage the building on a day to day basis, using digital visual technologies unrivalled in even a new development.” State of the art ‘Smart Building’ dashboards allow 101’s managers to monitor and control various systems within the building, viewing real-time data on energy consumption, indoor air quality, occupancy, and more. This live visual representation enables quick decision-making to ensure the building operates efficiently and sustainably. Equally, Energy Management Systems (EMS) use sensors and data analytics to monitor and control the building’s energy usage, providing real-time insights into energy consumption and occupancy patterns, automatically adjusting lighting, HVAC systems, and other energy-intensive components to optimise efficiency and reduce waste. “We can only achieve our sustainability goals if we actively manage our energy usage,” says Selva. To ensure that 101’s environmental standards continue to set a benchmark in Australia, Selva and his team are constantly seeking new and emerging technologies in the ESG space, reaching out to industry peers and understanding global trends. By looking to Europe and the US as benchmarks, Selva is ensuring that 101 continues to lead the conversation in redefining the role work spaces now play in an increasingly ESG focussed society.

101 prioritises the following benchmarks and ratings to ensure the building performs at its best. Here are the ratings explained:

**NABERS *Energy***  
Energy efficiencies and its impact on the environment. 101 continually strives to maintain the highest NABERS Rating possible.

**NABERS *Water***  
Water efficiencies and its impact on the environment. 101 continually strives to maintain the highest NABERS Rating possible.

**NABERS *Indoor Environment***  
Indoor air quality, lighting, acoustics and thermal efficiencies and comfort. 101 continually strives to offer the best indoor environment for our community.

**NABERS *Waste***  
Waste management benchmark – 101 continually strives to maintain the highest ratings ensuring a positive impact to the environment for all waste leaving the building.

**WiredScore**  
101 is platinum rated in this space, making it a best-in-class digitally connected building.

**SmartScore**  
101 is platinum rated. 101 has the best-in-class smart building offering.

**CAF *Cleaning Accountability Framework***  
101 is CAF accredited – ensuring the entire cleaning supply chain and valuable team members who ensure 101 looks its best all times are looked after with the highest standards.



# ART *in* FOCUS



The Ground Floor of 101 Collins is one of the most significant opportunities to exhibit and engage with art on a daily basis. 101 Collins has partnered with Gertrude, a not-for-profit gallery and studio complex with venues in Preston South and Collingwood, to harness this visibility and showcase a bi-annual rotation that reflects the vitality of local contemporary artists and art. With a nearly 40 year history, Gertrude is at the forefront of contemporary visual art practices in Australia.

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COLLINS

GERTRUDE

## *Fast Five*

- <sup>01</sup> On the Ground Floor Lobby, how many ceramic bowls are floating in the right hand pool?
- <sup>02</sup> According to Dr Lucinda McKnight, what is the ‘biggest heist in history’?
- <sup>03</sup> When does 101 want to remove fossil fuel usage?
- <sup>04</sup> What % of carbon emissions can be saved by EV conversion rather than buying a new vehicle?
- <sup>05</sup> What three key drivers guided the design of Wingate’s new office space?



**Have you been paying attention?**  
The answers to these five questions are somewhere in this issue. Scan the QR code to find the answers.

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### Transforming Waste into Words

Australian start-up Rewrite is helping to clear the ocean of plastic, while taking on one of its biggest contributors: the stationery industry. By crafting pens out of 100% recycled ocean plastic, Rewrite wants to combat plastic pollution in our oceans by creating unique and high-quality writing instruments that are easily introduced into a circular economy.

To try and help stop the production of plastic and the pollution of our waterways, 101 Collins is partnering with Rewrite to produce special edition co-branded pens. Visit Concierge to find out more about our conscious stationery decisions and how you can help transform waste into words.

[rewritestationery.com](http://rewritestationery.com)





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