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CENTRE FOR WORKFORCE FUTURES NOVEMBER/DECEMBER 2020 NEWSLETTER



Dear Colleagues,

It has been a hard year for us all and while COVID-19 results in Australia are improving, elsewhere developments have not been as positive. We live in hope that vaccine advancements will lead to better outcomes in future.

We welcome news from members on projects, webinars, media contributions and PhD student outcomes.

Professors Lucy Taksa & Daryll Hull



We note with sadness the departure of many colleagues across the higher education sector who have taken voluntary redundancies. We farewell members of the Centre's Executive team, **Professor Norma Harrison** and **Dr Craig Macmillan**,



among other members across Macquarie University and Associate

members from other universities and other organisations.

In addition, we acknowledge with appreciation, the work that has been conducted over the past two years in the Centre by our postdoctoral fellow, **Dr Nour Dados**, whose contract has come to an end.



We also acknowledge that from January **co-Director Daryll Hull** will be

shifting to half-time. Daryll has been the Co-Director with **Lucy Taksa** since July 2018, after having stepped into the chair as Interim Director of the Centre at the end of 2016 when Professor **Ray Markey** retired. Hull and Taksa have been focused on positioning the Centre as the "go to" research group for workforce matters into the next decade placing particular emphasis on the United Nations Sustainability Goals. From next year Daryll will focus on research into decent work, care work and co-operative workplaces. As such, he will spend much of his time in industry and leading research projects with external partners, continuing to support the Centre's work and contributing to the several active MOUs he has negotiated with external organisations and MQ over the past 4 years.



The Centre has continued to undertake thought leadership through collaborations with external organisations over the past few months.

As part of our University's MOU with the Fair Work Commission, a Symposium on Co-operative Workplaces was held on 13-14 October via zoom and led by **Deputy Commissioner**



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Anna Booth and formally opened on Day One by **The Hon. Justice Iain Ross**, President, Fair Work Commission and on Day Two by **Bernadette O'Neill**, General Manager, Fair Work Commission. Details are below.

Subsequently, the Centre partnered with the Centre for Applied History in Macquarie's Arts Faculty on a symposium and panel discussion focused on "Disruptions, Challenges and Opportunities in Retail: Workforce, Business and Innovation during and after COVID", held on 27 November, which included industry speakers and the launch of a new book by member of both Centres, **Dr Matthew Bailey**. Details are outlined below and a link to the recording of the event is coming shortly.

Our last seminar for 2020 will feature a guest speaker, **Peter J. Jordan PhD.**, Professor of Organisational Behaviour and Acting Director, Centre of Work Organisation and Wellbeing, Griffith University on 16 December who will speak on a subject that is particularly relevant to our current uncertain circumstances in the workplace.

We have also been busy launching our ReWomen Network and organising our first meeting. **ReWOMEN Launch Event & Female Entrepreneurs in the Long Nineteenth Century: A Global Perspective Book Launch** will be held Monday 14th December at 21.00 GMT (UK) and Tuesday 8am Australian EST (Eastern Standard Time).

We are also pleased to share good news from our members as outlined below.

CWF MOU ACTIVITIES

• MOU WITH PORT OF NEWCASTLE

Daryll Hull continues deepening and widening the collaboration within the research

MOU between the Centre and the Port. He has recently arranged for Yvette Blount from MQBS to meet with the Executive of the Port in November to discuss the practical dimensions of remote working possibilities as the staff return to the office later in 2020. They have all been working from home since April 2020. This is a valuable input into their decision-making processes.

Daryll has continued preparation for the third round of employee engagement conversations in early 2021. This covers 100% of the Port and will be the final stage of the analysis which was commenced in 2018 and will be underpinned by the newly created Employee Engagement Forum which includes representatives from all areas of the Port. The Forum is now firmly embedded in the Port organisation culture and has been instrumental during 2020 in development of a corporate values statement, strategic planning processes and professional and personal development programs.

The Port has provided a PhD Scholarship for the MQBS valued at \$100,000 starting in 2021 for a suitable candidate as part of the MOU with the Port.

The Port has also provided funding support in excess of \$30,000 for a successful series of supply chain webinars hosted in the MQBS by **Professor Norma Harrison**, with active involvement and support from **Daryll Hull** and **Peter Creeden** (Honorary Associate of the Centre and Chair of the Industry Advisory Committee of the Centre).

• ENTERPRISE PARTNERSHIP GRANT – ST VINCENT DE PAUL SOCIETY

The University and the Saint Vincent de Paul Society in NSW has been working through an Enterprise Partnership Grant since 2018 valued at \$135,000 to develop a model for social enterprise development amongst marginal groups in NSW. A detailed business case has been prepared for the Executive of the Society after extensive field work. **Daryll Hull** has



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been managing this Grant and the various expert researchers involved in the exercise. The research team has included Honorary Associates of the Centre, including The Hon Graham West in his capacity as President of the Saint Vincent de Paul Society in Australia. The model has been taken by the Society to conferences in the United States and at the Vatican. The business case proposes a series of 5 years pilot programs in several regional centres across NSW. An infographic is being finalised to accompany the business case. This will be available before the end of 2020.

• HUNTER VALLEY REGIONAL WINE ECONOMIC MODELLING

Daryll Hull has finalised the second regional wine economic model for the Hunter Valley in NSW. The first was produced in 2019. Funded by local winemakers and the DVC Research and MQBS, and with the support of the Hunter Valley Wine and Tourism Association. The Report of the model examines the impact of drought, bushfires and COVID 19 on the economics of, and employment in, the regional wine sector in 2020.

In addition, a local survey is underway under Daryll's management to update and complete the economic model, utilising the views and raw data from grape growers, winemakers, accommodation providers and associated entertainment businesses. This will feed into policy and advocacy programs to provide evidence-based analysis for government and industry. This will be completed by the end of 2020.

• FUTURE PORTS 2050 CONSORTIUM

www.futureports2050.com.au

The consortium of interested industry parties has published a summary of research questions under the guidance of



Daryll Hull
and **Peter Creeden**

(Honorary Associate of the



Centre, and Chair of the Centre's Industry Advisory Committee).

This consortium has been supported by the MQBS during 2019 and 2020 through the good offices of Lorne Cummings as Associate Dean Research.

The Centre is working in close collaboration with the Australian Maritime College at the University of Tasmania, the Port of Newcastle, colleagues from the University of Wollongong and other groups, including discussions with the Ports of Auckland and several Australian ports. International collaboration with maritime Universities is underway, initially with the State University of New York (SUNY) Maritime. Other US based maritime Universities are under consideration.

• STEERING HEALTHY MINDS

www.steeringhealthyminds.com.au

Daryll Hull in his capacity as Chair of the not-for-profit industry safety forum TEACHO Limited (the Transport, Education, Audit, Compliance Health Organisation Limited) has promoted and coordinated the creation of a national strategy for mental health peer-to-peer support programs in the transport industry. In that process Daryll has actively engaged remotely with the first set of pilot projects in Queensland (involving TOLL Logistics, STAR TRACK EXPRESS and SURFSIDE BUSES). Daryll has worked with the Transport Workers Union in Queensland and as a direct result the Union has been granted \$250,000 to support



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the local pilot projects. Daryll is now working with groups in others State and Territories to clone the work. Most recently the Western Australian Minister for Transport has agreed to support a series of pilots in Perth based on the Queensland model.

A University based independent evaluation method is included in the projects. The Centre is collaborating with Central Queensland University (CQU) and a network of other institutions to set up a funded program for analysis and reporting. The COVID 19 border closures have constrained the degree to which Daryll can be directly involved in the evaluation process.

• **MOU WITH THE QUEENSLAND TERTIARY ADMISSIONS CENTRE (QTAC) - VERISKILLS** www.veriskills.com

The MOU between the University and the Queensland Tertiary Admission Centre (QTAC) has resulted in QTAC moving forward on their skills verification system. They have advanced the idea to cover a higher education level of accreditation and verification based on the work Professor Marcus Bowles (an Honorary Associate of the Centre). Discussions continue as to the application of VeriSkills to other vocational courses and industry-based programs. The focus is on recognition of “soft skills” and less on formal “hard skills” e.g. technical skills backed by competences.

• **MOU WITH THE FAIR WORK COMMISSION - TWO DAY SYMPOSIUM ON COOPERATIVE WORKPLACES – OCTOBER 2020**

On the 13th and 14th of October an international webinar was convened between the Centre and the Fair Work Commission under the Research Collaboration MOU between the Commission

and the University. There were more than 300 attendees who saw the President of the Commission and various Deputy Presidents and the Victorian President of the Commission lead concurrent sessions and formally recognise the collaboration between the Centre and the Commission’s “new approaches” team led by Deputy President Anna Booth.

Colleagues from Newcastle University, RMIT University, the University of South Australia, and Harvard University gave presentations and led sessions over the two days. The entire event was supported by the Events and Protocol team from the University. It was recorded and will form part of the “living database” project on cooperative workplaces already under way at the Centre, led by Daryll Hull. (Details below)

• **MOU WITH AUSTRALIAN MARITIME COLLEGE - INTERNATIONAL HARBOUR MASTERS ASSOCIATION CONFERENCE – OCTOBER 2020**

On the 8th of October Daryll Hull and Peter Creeden (Honorary Associate of the Centre, and Chair of the Centre’s Industry Advisory Committee) gave presentations to the 2020 Conference of the Association. This was a global webinar and sponsored in part by the Australian Maritime College at the University of Tasmania. Peter Creeden led the session on the future of shipping ports and the maritime sector with respect to new technologies and big data.

• **DARYLL HULL - FACULTY ADVISOR FOR ENACTUS MACQUARIE**

In 2020 it all came together as Macquarie ENACTUS was crowned the champion team from many other Universities from around Australia in the National Competition. The KPMG Championship Trophy in 2020 in every sense belongs to the students, who built the team, and Daryll wants to thank them for including him as part of their efforts. His work with them earned him the Award of Outstanding Faculty Adviser for 2019 amongst all the Universities, and a place amongst the top 30



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educators in higher education across Australia in 2019.

- **MOU with Northumbria University for the ReWomen Network co-organised by Lucy Taksa and Catherine Bishop (CWF) and Jennifer Aston (Northumbria University).**

The Network now has around 60 members from 13 countries drawn from a wide range of disciplines and career stages, from post-graduate students through to a Pro-Vice Chancellor.

The Network now also integrates the work that was begun through the Australia APEC Women's Fellowship awarded to **Prof Erica Salvaj** at UDD in Chile, which enabled her to work with **Lucy Taksa** and **Claire Wright** in the CWF for some months earlier this year on a comparison of corporate women's networks in Australia and Chile and to progress the special issue on women's corporate networks accepted for the A ranked international *Business History* journal, which we are editing.

PROGRESS ON CURRENT PROJECTS

1. Australian Research Council funded projects:

- Australian Research Council Discovery Grant DP190102778 2019-21 (\$478,000.00) for a project entitled: 'Demographic and social dimensions of migrant ageing and wellbeing in Australia'. CIs **Fei Guo**, **Lucy Taksa**, **Zhiming Cheng**, **Massimiliano Tani** and Partner Investigators: **Lihua Liu** (University of Southern California) and **Klaus Zimmermann** (Global Labor Organization). Quantitative dimension of the project has progressed during COVID but qualitative dimension has been delayed. A meeting of the Project Industry Advisory Committee was held

on 27 November 2020.

- Australian Research Council Discovery Grant DP200100633 2020-2022 (\$376,874.00) for a project entitled: 'Continuity and change in the Australian industrial landscape'. CIs **Christopher Gibson** (UOW); **Chantel Carr** (UOW); **Lucy Taksa** (MQ); **Andrew Warren** (UOW); **Steven High** (Concordia University Canada). The start date for this project was postponed with ARC approval due to COVID and commenced in November. An MRES scholarship has been approved and the student will commence at the beginning of 2021.
- Australian Research Council Linkage Grant LP190100900 2020-2022 (\$150,000) for a project entitled: 'History, heritage and environmental change in a deindustrialised landscape'. Researchers: **A/Professor Tanya Evans** (First Chief Investigator, Arts Faculty, MQ), **Professor Lucy Taksa**, (Centre for Workforce Futures, MBS), **A/Professor Shawn Ross** and **Dr Susan Lupack** (Arts Faculty, MQ), **Dr Penelope Crook**. Partner Investigators: **Professor Steven High** (Concordia University Canada), **Ms Fiona Leslie** (MTS HERITAGE), **Dr Rebecca Parkes** (Lantern Heritage Pty Ltd) Blue Mountains World Heritage Institute Ltd, National Parks & Wildlife Service. The commencement of this project was delayed until all parties had signed the appropriate documents. An MRES scholarship has been approved for this project.
- Australian Research Council Discovery Early Career Researcher Award Grant DE190100423 2019-22 (\$396,828.00) 'Gendered Enterprise: A History of Australian Businesswomen in Small Business since 1880'. CI **Catherine Bishop** and Mentor **Lucy Taksa**. Work on this project continues with contributions including the book being launched tomorrow. Dr Louise Prowse is being appointed as a research assistant for this project. In addition, an article co-authored by Catherine Bishop,



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Jennifer Aston and Carry van Leishout is in press with Australian Historical Studies.

2. Other Projects

- Future of Work@MQ: An ethics application was submitted and is being assessed in relation to staff engagement with the project. Literature Review of COVID impacts on higher education in Australia and internationally is in progress.
- ‘COVID-19 crisis triggers teleworking: A global cure or a short-term solution?’. Project Team: International Lead Investigator: **Prof Tania Saba** (Montreal University Canada) with co-investigators: **Dr Gaëlle Cachat-Rosset** (Montreal University Canada); **Dr Josianne Marsan** (Laval University Canada); **Prof Alain Klarsfeld** and **A/Prof Kevin Carillo** (Toulouse Business School France), **Prof. Mustafa Ozbilgin** (Brunel Business School), **Prof Eddy Ng** (Bucknell University USA), **Prof Lucy Taksa** (Macquarie University) with co-investigators **A/Prof Yvette Blount**, **A/Prof Nikki Balnave** and **Dr Nour Dados** (Macquarie University). The Australian data has been received from colleagues at Montreal University for further analysis.
- Special Issue of Business History on women’s corporate networks is in train with papers being sent for external review.
- **Prof Ingrid Pillar** from Department of Linguistics and member of the CWF Executive Committee has been actively engaged with the Macquarie – Hamburg - Fudan Universities Trilateral partnership and as part of this arrangement, she has been involved with a Hamburg University team submission to the German Research Council in a bid for an international research training group, including **Prof. Taksa** and a range of scholars across MQ.

CWF ENGAGEMENT ACTIVITIES OCTOBER-NOVEMBER 2020

• Fair Work Commission, a Symposium on Co-operative Workplaces was held on 13-14 October

Speakers included:

- David Hoffman and Audrey Lee (Boston Law Collaborative and Harvard Law School Faculty) focused on How to improve cooperation in workplace.
- Natalie Lang (Australian Services Union NSW/ ACT Branch), Andrew Richardson (Aruma) and Steve Kinmond (Association of Children’s Welfare Agencies) focused on Employer and union perspectives on cooperative workplaces.
- Professor Mark Bray (University of Newcastle), Professor Johanna Macneil (RMIT University), Professor Andrew Stewart (University of Adelaide) and Professor Daryll Hull (Macquarie University) focused on Academic perspectives on cooperative workplaces
- Professor Joel Cutcher-Gershenfeld (Brandeis University), Dennis Dabney (National Labor Relations and Office of Labor Management Partnership, Kaiser Permanente), Hal Ruddick (Alliance of Health Care Unions), Jim Pruitt (LMP and National Labor Relations, The Permanente Federation) and Beth Schindler (Northwestern States, Federal Mediation and Conciliation Service) focused on US experience of cooperative workplaces
- Andrew Dallas (New Zealand Employment Relations Authority), Judy Dell (New Zealand Ministry of Business, Innovation and Employment) focused on New Zealand experience of cooperative workplaces

BREAKOUT SESSIONS were held on Co-operative processes in enterprise bargaining and organisational change as follows:

- Enterprise Bargaining Stream with Case studies from: Macquarie University and the National Tertiary Education Industry Union



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(NTEU) and Transdev and the Transport Workers' Union (TWU)

(ii) Organisational Change Stream 1 with Case studies from News Corp Ltd and the Australian Manufacturing Workers' Union (AMWU) and Opal Fibre Packaging Pty Ltd and AMWU

(iii) Organisational Change Stream 2 with Case studies from LaTrobe Health and ASU and Aruma and ASU

The event was closed with reflections on the subject from Anna Booth, Deputy President, Fair Work Commission. Attendance was in the hundreds and the discussions illustrated the value of ongoing exchanges between scholars and practitioners.

• **Webinar Symposium on 'Disruptions, Challenges and Opportunities in Retail: Workforce, Business and Innovation during and after COVID' held 27 November 2020.**

This event was a cross-disciplinary collaboration among historians, employment relations and marketing academics and retail sector stakeholders with attendees from across various universities and industry. The event started with an historical overview of retail developments, moved to the broad industry perspective, followed by perspectives on employment, employees, and consumers and finishing with insights into the future and strategy issues facing the retail sector.

Speakers were:

- **Dr Matthew Bailey**, from Macquarie University's Department of History and Archaeology, has published widely on business, retail and urban history and has worked as a consumer research consultant in the retail property sector.

- **Angus Nardi** the Executive Director and Joint Company Secretary of the Shopping Centre Council of Australia (SCCA), the national industry advocacy group for major owners, managers, and developers of shopping centres.
- **Michael Walker**, the digital organiser with the SDA NSW, the union for retail, fast food and warehousing. Michael recently completed his PhD on gig employment in Australia and is an Honorary Adjunct Fellow in the Centre for Workforce Futures.
- **Dr. Yimin (Stephanie) Huang**, Deputy Head of Department of Marketing, undertakes research on consumer vulnerability and well-being and teaches on the integration of technology in marketing and its impact on consumers in postgraduate and MBA programs.
- **Brian Walker**, the founder and CEO of Retail Doctor Group. Established in 2005, it is the leading retail consulting firm specializing in working across omni channel retail, franchise, and service sectors in every retail category.

Following a lively Q&A discussion, **Emeritus Professor Beverley Kingston** launched **Dr Bailey's new book**, 'Managing the Marketplace: Reinventing Shopping Centres in Post-War Australia' (Routledge 2020).

The link to the recorded event is currently being uploaded to You Tube and will be forwarded as soon as possible.



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FUTURE SCHOLARLY EVENTS FOR 2020:

• Seminar 16 December 3-4.30pm:

Peter J. Jordan (Professor of Organisational Behaviour and Acting Director, Centre of Work Organisation and Wellbeing, Griffith University) 'Managing reactions to uncertainty and fear at work'.

REGISTRATION Essential: https://macquarie.zoom.us/webinar/register/WN_klmua2GXTf6Oq5a4jAq5Bw

• ReWOMEN & BOOK LAUNCH EVENT – Monday 14th December 21.00 (GMT)



Those who have registered on the new ReWomen (Researching Women of Management and Enterprise Network) website will have received the newsletter and invitation to the launch event.

We hope that our Network will foster a vibrant research community and encourage future collaboration by connecting scholars across business schools and humanities departments with stakeholders and policy makers to share key findings across four centuries of women's management and enterprise activities.

We continue to welcome applications from interested individuals and groups of all career stages, including postgraduate students so please do disseminate this email through your networks. The link to join can be found [here](#).

We have a Twitter account [@ReWOMEN_network](#), which will now start to become more active so please follow us and Tweet any interesting finds you stumble across in the

Twittersphere.

We welcome members to our ReWomen Network.

Our Online Membership Expression of Interest Form can be found at the bottom of the following page: <https://www.goto.mq.edu.au/cwfrewomen>

Please see below for details of events and recent publications that will be of interest.

CALL FOR PAPERS

- [46th Annual Conference of the Economic and Business History Society](#), Porto, Portugal, May 19th-22nd, 2021. Deadline for submission January 17th, 2021.
- [Business History Collective](#) and the webinar series. The network aims to promote scholarship in the fields of business history, management history, organizational history, corporate history, and other related fields. They are currently looking for presenters and attendees and especially welcome submissions from graduate students and early-career researchers. They strongly encourage women, people of colour, members of minority groups, scholars based in or working on under-represented geographies (such as Latin America, the Mediterranean Basin, the Middle East, Africa, and Asia), and scholars from disciplines other than economics and history to participate in the webinar series. If you are interested in taking part in this initiative, please fill in the form here 1) if you want to join as a presenter: <https://forms.gle/oQcdwBRRFaowQk6V9>) if you want to join as discussant or member of the audience: <https://forms.gle/bRmvZce7yrmrWyg09>



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UPCOMING EVENTS

• Banking & the State.

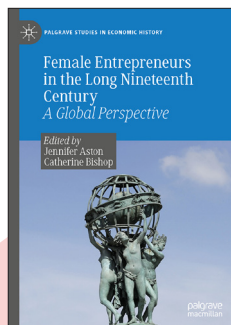
23/02/2021, All day, Frankfurt, Germany. eabn in co-operation with the Institut für Bank und Finanzgeschichte (IBF) and LIF-SAFE (Leibnitz Institute for Financial Research SAFE) invites papers for a symposium on '[Banking & the State](#)'. The symposium will take an in depth look at the complex relationship between the financial sector and the State. The approach will be comparative historical, with a particular focus on the role of state development banks and regulatory particularities.

For questions please contact: Carmen Hofmann: c.hofmann@bankinghistory.org or Hanna Floto-Degener: floto-degener@ibf-frankfurt.de

• ReWOMEN & BOOK LAUNCH EVENT – Monday

14th December 21.00 (GMT)
Tuesday 15th 8am Australian
Eastern Standard Time.

In this joint online event, the editors of *Female Entrepreneurs in the Long Nineteenth Century: A Global Perspective* Jennifer Aston & Catherine Bishop, together with fellow co-founder of ReWOMEN, Lucy Taksa, invite you to join us online to celebrate the exciting launch of ReWOMEN and the successful publication of the edited collection that led to the network being established.



The first chapter is available via Open Access [here](#) and explains how more than 20 historians from across the world came together in Spring 2019 at Northumbria University for a writing workshop that would produce the first book to move beyond existing European and trans-

Atlantic frameworks and consider nineteenth-century businesswomen from a global perspective.

There will also be time for a discussion about how ReWOMEN should be developed and how you as members would like it to work. Our goal is to bring about connections and new relationships and we are keen to hear how we can best facilitate this.

PHD FUNDING & 2 POSTDOCTORAL POSITIONS

Northumbria University seeks to appoint ONE PhD student and TWO Post-Doctoral Research Assistants in History, for three years fixed term, from 1 September 2021. These opportunities arise through the successful award of a UKRI Future Leaders Fellowship to **Dr Felicia Gottmann**, entitled 'Migration, Adaptation, Innovation: A Comparative Global History, 1500-1800'. Working under the leadership of Dr Gottmann, the appointees will develop a major research agenda drawing together global, technological, and social history. The project team will work together to advance fresh understandings of what makes for successful immigration, technological innovation, and knowledge transfer in the early modern world.

For further details about the PhD funding or to apply see [here](#) and for further details about the two postdoctoral positions or to apply see [here](#). Dr Gottmann can also be contacted directly felicia.gottmann@northumbria.ac.uk



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CONGRATULATIONS TO MEMBERS

- Congratulations to **Erik Lundmark**, who won the Teaching Excellence Award
- And to **Troy Sarina** who was a highly commended finalists in the Student-Nominated teaching award.
- Congratulations to **Crichton Smith** – Wiley Publication Prize
Crichton Smith, HDR candidate from the Department of Management, and PhD member of the Centre for Workforce futures and his supervisors **Nick Parr** and **Salut Muhidin**, also Centre members, were awarded the Wiley Prize for the Best Paper in Geographical Research! This prize recognizes their paper entitled 'Mapping schools' NAPLAN results: a spatial inequality of school outcomes in Australia'. Geographical Research commented "A stellar contribution. Very high Altmetric score, link to paper in The Conversation. High societal value and impact, and a classic geography of place, space, and inequalities". This is a fantastic achievement and access to this stellar paper can be found here. Well done!

MEDIA CONTRIBUTIONS

Walker, M. (2020) 'Upheaval at Google signals pushback against biased algorithms and unaccountable AI', *The Conversation*, 10 December, <https://theconversation.com/upheaval-at-google-signals-pushback-against-biased-algorithms-and-unaccountable-ai-151768>

Haski-Leventhal, D. (2020) quoted in Larry P. Johnson, 'Commentary: A happy Thanksgiving — or was it?', *Laredo Morning Times*, Texas. 27 November, <https://www.lmtonline.com/opinion/commentary/article/Commentary-A-happy-Thanksgiving-or-was-it-15758158.php>

Yiannakis, M., Chavan, M. and Taksa, L. (2020) 'Raw deal for workplace minorities amplified by COVID-19', *The Lighthouse*, 2 November. <https://lighthouse.mq.edu.au/article/october-2020/Raw-deal-for-workplace-minorities-amplified-by-COVID-19>

Snell, L. (2020) quoted by Julie Hare, 'Masters of the global reach: Those who want the top business qualification should bring with them an entrepreneurial spirit and a global outlook', *The Australian*, 2 November, <https://www.theaustralian.com.au/higher-education/global-reach-of-mbas-crucial-to-success/news-story/=e927cffff8e51c2f3788a65e33a73ebo>

Hull, D. (2020) 'Steering healthy minds', *Owner Driver*, 1 Nov 2020, <https://www.ownerdriver.com.au/industry-news/2010/mental-health-training-program-to-assist-transport-workers>

Kalfa, S. 'Cancer survivors need workplace flexibility: new study', *The Lighthouse*, 1 October, <https://lighthouse.mq.edu.au/article/october-2020/Cancer-survivors-need-workplace-flexibility-new-study>

We look forward to seeing those who are able to attend our seminar on 16 December.

Best wishes over the break and for 2021,

Regards, Lucy



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