

# 2025 TMA AUSTRALIA NATIONAL CONFERENCE

CREATIVE CLARITY  
in the **CHAOS**



2025 TMA Australia  
Conference & Gala Dinner

# 20<sup>th</sup><sub>TMA</sub> AUSTRALIA NATIONAL CONFERENCE

## PROGRAM AT A GLANCE

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### Day 1 - Wednesday, 22 October

Registration Desk Opens: 8.00am

Turnaround Bootcamp: 9.00am - 12.30pm

TMA Network of Women (NOW) Lunch: 12.30pm - 2.00pm

Lunch & Networking: 12.30pm - 2.00pm (for delegates not attending the NOW Lunch)

Conference Sessions: 2.15pm - 6.00pm

Networking Cocktails: 6.00pm - 8.00pm

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### Day 2 - Thursday, 23 October

'Turn and Burn' Fun Run: 6:45am - 8:30am (from 1 Hotel)

Registration, Coffee and Networking: 9.00am - 10.00am

Conference Sessions: 10.00am - 12.40pm

Lunch & Networking: 12.40pm - 1.30pm

Conference Sessions: 1.30pm - 5.00pm

Pre-Dinner Drinks: 6.00pm | Gala Dinner: 7.00pm - 11.00pm

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### Venues

1 Hotel Melbourne, 9 Maritime Place, Docklands VIC 3008 Australia

- Conference, Turnaround Bootcamp, Gala Dinner – Seafarers Set Ballroom
- NOW (Network of Women) Lunch – Seafarers Rise Ballroom
- Networking Cocktails – Crane Bar

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 [Click here to visit the 2025 TMA Conference website for ticketing, accommodation, program and speakers information](#)



# THANK YOU TO OUR CONFERENCE SPONSORS

Elite



# Gordon Brothers

Gala Dinner



Premier



Coffee Cart



Pre-Dinner Drinks



NOW Lunch



Networking Cocktails

FARADAY



Technology



Arnold Bloch Leibler  
Lawyers and Advisers

# Ashurst

CLAYTON UTZ

Clifford Chance



KING&WOOD  
MALLESONS  
金杜律师事务所

M  
McGrathNicol

Pickles

# DAY 1: WEDNESDAY, 22 OCTOBER

Time   Session	Event	Sponsor
8.00am	<b>Registration Desk Opens</b>	
8.45am	<b>Acknowledgement of Country</b> <b>Welcome Day 1</b> <b>2025 TMA Conference Co-Chairs</b> Matthew Caddy Partner, McGrathNicol Camilla Clemente Partner, Ashurst Emily Seeckts Partner, KPMG	
9.00am	<b>TMA Turnaround bootcamp Stage 1</b> Jacinta Nielsen Partner, Deloitte Johanna Ng Investment Analyst, Hilco Capital Jacqueline Chan Partner, Ashurst Richard Hughes Partner, Deloitte Alinta Kemeny Partner, Ashurst Alex Stanford Managing Director, Grant Samuel  Step into the driver's seat of corporate renewal in this hands-on, 3-hour immersive bootcamp designed to build your turnaround muscle. Led by seasoned turnaround professionals, this interactive session uses a live case study to simulate the real-world complexities of business distress. Working in small groups and considering different stakeholder perspectives, you'll unpack a realistic scenario and respond to a range of issues – from unprofitable sites and contracts to an impending liquidity crunch. Whether you're new to the field or a seasoned pro looking to sharpen your edge, this bootcamp offers practical, applicable tools to help you steer organisations through uncertainty and toward recovery.	
10.45am	<b>Morning Tea</b>	
11.15am	<b>TMA Turnaround bootcamp Stage 2</b>	
12.30pm	<b>tmaNOW Lunch</b> Janelle King Co-Founder of muk Haircare	
12.30pm	<b>Lunch &amp; Networking</b> (for delegates not attending the NOW Lunch)	

# DAY 1: WEDNESDAY, 22 OCTOBER

Time   Session	Event	Sponsor
2.15pm	<b>TMA Australia Conference</b> <b>Acknowledgement of Country</b> <b>2025 TMA Conference Co-Chairs</b> Matthew Caddy Partner, McGrathNicol Camilla Clemente Partner, Ashurst Emily Seeckts Partner, KPMG	
2.30pm Session 01	<b>Opening Keynote</b> <b>The Hon. Joe Hockey</b> Interviewed by: James Marshall Partner & Practice Group Lead of APAC Restructuring, Insolvency and Special Situations, Ashurst	<b>Ashurst</b>
3.30pm Session 02	<b>Funding, Fighting and Forum Shopping – Trends in Restructuring and Turnaround From Around the Globe</b> Philip Hertz Partner & Global Co-Head of Restructuring & Insolvency, Clifford Chance, London David Feldman Partner & Global Co-Head of Restructuring & Insolvency, Clifford Chance, New York Paul Rathborne Managing Director, MA Moelis Australia Nikki Smythe Partner, Clifford Chance, Sydney (Moderator) Join three leading restructuring advisers from the US, the UK and Australia for an incisive discussion about the latest developments and trends that are influencing restructuring and turnaround activity and distressed investing in their respective jurisdictions. The esteemed panel will discuss evolving approaches to funding in restructurings, the continuing and growing significance of liability management transactions, the influence of private credit, as well as sector themes emerging in their respective jurisdictions and markets.	<b>Clifford Chance</b>
4.10pm	<b>Afternoon Tea</b>	

# DAY 1: WEDNESDAY, 22 OCTOBER

Time   Session	Event	Sponsor
<b>4.30pm</b> Session 03	<p><b>Inside the Boardroom: How Boards Are Steering Through Global Upheaval and Corporate Turnaround</b></p> <p>Genevieve Gregor Chair and Independent, Non-Executive Director, Noumi Limited</p> <p>Peter Nash Non-Executive Chairman, Johns Lyng Group, Independent Non-Executive Director of Westpac Banking Corporation and Mirvac Group</p> <p>Martin Sheppard Chairman of KPMG Asia Pacific and Chairman of KPMG Australia (Moderator)</p> <p>In today's volatile environment, boards and executive management teams are at the front line of navigating both global upheaval and company-specific challenges. From shifting capital markets and geopolitical risks to distressed sectors and turnaround opportunities, executives are being forced to balance survival with long-term renewal and investment. As advisors we get a window into the boardroom but what really goes on during a crisis or sustained period of upheaval? This session takes you inside the boardroom to explore how experienced Chairs and C suite executives interact behind closed doors – what are the tension points, how do they address a turnaround scenario, and how do they develop the skills to see around corners and make the right judgement calls under pressure?</p>	<b>Pickles</b>
<b>5.10pm</b> Session 04	<p><b>Qenos: The Diamond in the Rough</b></p> <p>Jason Preston Executive Chair &amp; Partner, McGrathNicol, TMA Australia President</p> <p>Zoe Kaesehagen Senior Associate, King &amp; Wood Mallesons</p> <p>Adam Fitzsimmons Managing Director, Grant Samuel</p> <p>Teresa Chong Managing Counsel, ESR Australia</p> <p>Australia's only producer and leading supplier of polyethylene, Qenos has long been a cornerstone of the nation's manufacturing and chemical industries. Yet, like many industrial giants, it has faced immense headwinds — from global competition and volatile energy costs, to structural shifts in demand and sustainability pressures. This session will explore Qenos as a case study in resilience and renewal. Our panel will unpack:</p> <ul style="list-style-type: none"><li>• The challenges faced by one of Australia's critical industrial players.</li><li>• How turnaround strategies can unlock value in capital-intensive, legacy industries; and</li><li>• Lessons for boards, management, and investors navigating distressed situations in complex supply chains.</li></ul> <p>A story of hidden strength and untapped potential, Qenos is a reminder that diamonds can often be found in the roughest terrain.</p>	 <b>McGrathNicol</b>

# DAY 1: WEDNESDAY, 22 OCTOBER

Time   Session	Event	Sponsor
<b>5.50pm</b>	<b>Day One Closing Remarks</b> Matthew Caddy Partner, McGrathNicol Camilla Clemente Partner, Ashurst Emily Seeckts Partner, KPMG	
<b>6.00pm - 8.00pm</b>	<b>Welcome Cocktail Reception</b> <b>1 Hotel Melbourne – Crane Bar</b>	<b>FARADAY</b> <b>Hamilton Locke</b> 

# DAY 2: THURSDAY, 23 OCTOBER

Time   Session	Event	Sponsor
6.45am	<b>'Turn and Burn' Fun Run</b>	 KING & WOOD MALLESONS 金杜律师事务所 McGrathNicol
9.00am	<b>Registration, Coffee and Networking</b>	
10.00am	<b>Acknowledgement of Country</b> <b>Welcome Day 2</b> <b>2025 TMA Conference Co-Chairs</b> Matthew Caddy Partner, McGrathNicol Camilla Clemente Partner, Ashurst Emily Seeckts Partner, KPMG	
10.15am Session 05	<b>Opening Keynote</b> <b>Kellie Hush</b> <b>Transition and Turnaround:</b> <b>Fashioning the Future</b> <p>Kellie Hush Fashion Industry Leader, The Volte Co-Founder, CEO Australian Fashion Week 2025, M.J. Bale Board Director, Former Editor-in Chief Harper's BAZAAR Australia</p> <p>Kellie Hush brings her unique perspective as a leader who has steered Australia's most visible fashion institution through radical change while building a groundbreaking business model. In this keynote, Hush explores transition through her work at The Volte, the world's largest peer-to-peer fashion rental platform. She shares how the business has pivoted to champion sustainable fashion and circular economy principles, and why the broader industry must transition quickly or risk being left behind. With compulsory circularity reporting and global legislation on the horizon, she will outline how fashion businesses can not only adapt but thrive in this new regulatory and consumer landscape. She will also unpack turnaround, reflecting on the extraordinary 100-day sprint in 2025 when she and her team resurrected Australian Fashion Week after IMG announced its closure. Against all odds, AFW returned as a revitalised, sustainability-focused event that re-established Australia's place on the global fashion stage. Blending real-world business transformation with candid leadership lessons, Hush delivers an urgent message: in fashion, as in business, the future belongs to those who can reinvent at speed.</p>	 olvera ADVISORS

# DAY 2: THURSDAY, 23 OCTOBER

Time   Session	Event	Sponsor
<b>10.45am</b> Session 06	<b>Charting the Course: The Status of Safe Harbour in 2025</b> Duncan Jewell Co-Head of APAC, John Laing Chris Hill Senior Managing Director, FTI Consulting Genevieve Sexton Partner, Arnold Bloch Leibler (Moderator) Since its introduction in 2017, the safe harbour regime has provided directors with protection from insolvent trading liability when pursuing a genuine turnaround. But how does it work in practice? This session will explore the safe harbour framework through the lived experiences of a company director who has navigated it. Hear first-hand how safe harbour shaped decision-making, the challenges they faced, and the practical lessons for boards, advisers and other stakeholders.	
<b>11.25am</b>	<b>Break</b>	
<b>11.45am</b> Session 07	<b>Getting a Deal Done in the New World</b> Tom Leuner Executive General Manager, Mergers and Exemptions Assessment, ACCC Interviewed by: Chloe Moore Partner, King & Wood Mallesons The ACCC merger reforms will overhaul the assessment and clearance of transactions, capturing a significantly broader remit of deals. In this session, Tom Leuner will unpack the incoming reforms and their impact on business restructuring, deal strategy and transaction timelines. Delegates will gain practical insights into how the reforms could affect domestic and cross-border deals, and what boards, investors, insolvency practitioners and advisers should consider in navigating the new environment.	<b>KING&amp;WOOD MALLESONS</b> 金杜律师事务所
<b>12.15pm</b> Session 08	<b>Restructuring an Icon: Inside the Laura Ashley Turnaround</b> Tobias Nanda Head of Brands, North America, Gordon Brothers Interviewed by: Rosanna Iacono CEO, The Growth Activists This session offers a behind-the-scenes look at the transformation of Laura Ashley – one of the world's most iconic brands. Led by the Gordon Brothers international brands team, this dynamic session recounts how Gordon Brothers acquired the brand during administration, revitalised the business, and ultimately transitioned it to a successful sale. Featuring a live fireside chat with Tobias Nanda, Gordon Brothers' Head of Brands, and a short video with both Tobias and Carolyn D'Angelo, former President of Laura Ashley, the session explores the brand's legacy, the strategic and operational decisions that shaped its turnaround and how it was repositioned for long-term success.	<b>Gordon Brothers</b> 1903
<b>12.40pm</b>	<b>Lunch &amp; Networking</b>	

# DAY 2: THURSDAY, 23 OCTOBER

Time   Session	Event	Sponsor
<b>1.30pm</b> Session 09	<p><b>Private Hospitals in Crisis, or Just in Transition?</b></p> <p>Christine Gee AM Director of Ramsay Mental Health &amp; President of the Australian Private Hospitals Association David Swan Director, David Swan Advisory Judith Day Director Healthcare Management &amp; Partnerships, Bupa Colby O'Brien Partner, EY-Parthenon (Moderator)</p> <p>The Australian private hospital sector undertakes 70% of Australia's elective surgery and has been under significant pressure since COVID. If the private system fails, the entire system will fail. The session will explore different perspectives on the recent challenges for private hospitals, anticipated Government reforms and the complex commercial environment between health funds and private hospitals seeking to maintain their own financial viability.</p>	
<b>2.15pm</b> Session 10	<p><b>Everest Ice Cream: From Melting Point to Market Momentum</b></p> <p>Owen Nelson Board Advisor, Everest Ice Cream Johan Krynauw Managing Director, Allegro Funds</p> <p>How do you take a beloved but drifting brand and refreeze its edge? This candid case study unpacks the Everest Ice Cream turnaround—from stabilising cash flow and fixing the basics to reigniting growth through rebrand and cultural revitalisation. Hear directly from Johan Krynauw, Allegro Funds, and Owen Nelson, ex-CEO of Everest Ice Cream, as they share how the team tackled creaking operations, modernised manufacturing, trimmed complexity, and used data (not hope) to guide decisions. The discussion will cover leadership under pressure, stakeholder alignment, and the moments that nearly derailed the plan. Expect pragmatic lessons: what to measure, what to stop, and how to sequence change so the business doesn't melt while you're saving it.</p>	
<b>2.45pm</b>	<p><b>Afternoon Tea</b></p>	
<b>3.10pm</b> Session 11	<p><b>The Turnaround Tightrope - Balancing Optimism And Hard Realities</b></p> <p>Neil Hayward Managing Director, Alvarez &amp; Marsal</p> <p>What lies ahead for the turnaround and restructuring industry? Drawing on the findings of the TMA Australia Survey 2025, conducted in partnership with Alvarez &amp; Marsal, this session unpacks the forces shaping the year ahead. From inflation, interest rates and recession risks, to industry stress points, Safe Harbour developments and the evolving role of turnaround professionals, the survey offers a data-driven snapshot of challenges and opportunities. Join us as we explore what the results mean for practitioners, businesses, and the broader restructuring ecosystem in 2025 and beyond.</p>	

# DAY 2: THURSDAY, 23 OCTOBER

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<b>3.25pm</b> Session 12	<p><b>From Crisis to Confidence: A Fireside Chat on Industry Turnaround</b></p> <p>Anna Bligh AC Former CEO, Australian Banking Association Interviewed by: Lorraine Antoun General Manager, Group Credit Structuring, Commonwealth Bank of Australia</p> <p>Join us for an insightful fireside chat with Anna Bligh, former CEO of the Australian Banking Association, as she reflects on her experience leading the association during one of the most challenging periods for Australia's banking sector. The ABA played a pivotal role in driving cultural and conduct transformation across the industry during a time of public scrutiny and mistrust. Anna will discuss the power of collective action, collaboration, and strong leadership in rebuilding trust and confidence in Australian banks. Interview by Lorraine Antoun, this conversation will offer valuable lessons on leading transformation in times of crisis.</p>	<b>CLAYTON UTZ</b>
<b>4.05pm</b> Session 13	<p><b>Government Intervention in Corporate Turnaround</b></p> <p>Lissie Ratcliff Co-founder &amp; Managing Partner, FMRS Advisory Ben Mahoney Partner, Arnold Bloch Leibler</p> <p>"Government Intervention in Corporate Turnaround" will explore the rationale, mechanisms, and challenges of public sector involvement in participating in the rescue or restructure of distressed companies, drawing on the insider experience of a former senior State government adviser. The discussion will examine how and why governments choose to intervene in corporate crises — balancing economic stability, employment, and public confidence against market discipline and fiscal prudence, and other political and policy considerations of the day. It will address practical examples of where government action shaped corporate outcomes, and touch on issues arising from coordination between politicians/policymakers, regulators, and corporate leaders in a Federal environment.</p>	<b>Arnold Bloch Leibler</b> Lawyers and Advisers
<b>4.45pm</b>	<p><b>2025 TMA Australia Conference Close</b></p> <p><b>2025 TMA Conference Co-Chairs</b></p> <p>Matthew Caddy Partner, McGrathNicol Camilla Clemente Partner, Ashurst Emily Seeckts Partner, KPMG</p>	

## DAY 2: THURSDAY, 23 OCTOBER

Time   Session	Event	Sponsor
6.00pm - 11.00pm	<b>TMA Australia Gala Dinner</b>	
	<b>Pre-dinner drinks</b> 6.00pm – Crane Bar	 MACQUARIE
	<b>Gala Dinner</b> 7.00pm – Seafarers Set Ballroom	
	<b>2025 TMA Australia Awards</b>	
	<b>Dinner Guest Speakers</b> Tim Hewitt Comedian Wendell Hussey The Betoota Advocate Clancy Overell The Betoota Advocate	