

Founder Bios

Harrison Kennedy

Harrison Kennedy's journey began in elite sport. From the age of eight, he trained as a competitive swimmer, often swimming up to 60 kilometers a week. Years of discipline, performance pressure, and routine shaped his early understanding of resilience and the psychological cost of high expectations. At 16, he transitioned from sport into fashion, beginning his career as an international model.

Harrison signed with IMG and went on to work with global brands including Louis Vuitton, Calvin Klein, Saint Laurent, and others. A year or two into modeling, while navigating the demands and uncertainty of the fashion industry, Harrison began to struggle with anxiety. That experience exposed the gap between outward success and internal wellbeing, and sparked a deeper interest in mental health.

At 19, he founded Really Mental, a wellbeing media and podcast company focused on honest, unfiltered conversations around mental health. The platform reached over 25 million people and featured conversations with celebrities, neuroscientists, and leading wellbeing experts. Backed by Amazon, Really Mental positioned Harrison at the intersection of content, technology, and mental health education.

Building on this experience, Harrison went on to co-found ReFresh, a psychosocial risk and workplace compliance management platform designed to help organizations move beyond reactive mental health approaches toward structured, defensible systems aligned with evolving global regulation.

Questions for harrison to answer:

Childhood & family

1. Where did you grow up, and what were you like as a kid?
2. What did your parents do, and what did they drill into you without meaning to?
3. Were you the confident one or the quiet one at school?
4. What did you want to be when you were ten?
5. What's the first thing you remember being genuinely obsessed with?
6. Was there money growing up, or was it tight? How did that shape you?

Swimming

7. How did you get into swimming, and how old were you when it stopped being fun and started being serious?
8. Walk me through a normal day at your peak — the 4am starts, 60km weeks. What did that actually feel like?

9. What did swimming teach you that you still use every day?
10. How good were you? What was the ceiling you were chasing?
11. Why did you stop?

The hard years

12. You've talked about struggling at 15 while everything looked fine from the outside. What was going on?
13. What did nobody around you notice?
14. Who or what got you out of it? What did the life coach actually say that landed?
15. What do you know now about that period that you couldn't see then?
16. Do you think you'd have started this company without that experience?

Modelling

17. How were you scouted, and what did 16-year-old you think was about to happen?
18. What was the reality of the job versus the fantasy?
19. What's the strangest or most surreal thing that happened to you in that career?
20. You've said "I am Harrison and my job is modelling, not I am Harrison and I am a model." When did that click, and what happened before it clicked?
21. What does an industry built on constant rejection do to a person? What did it do to you?
22. What do people get wrong about male models?

Really Mental

23. How did the podcast start — whose idea, what was the first conversation with Will Hyde?
24. What were you seeing in your friends during COVID that made it feel urgent?
25. Why weren't young men talking? What's actually stopping them?
26. At what point did you realise it had gotten big? What does 25 million people even look like from the inside?
27. What's the conversation from that show you still think about?
28. What did hosting it teach you about people that you couldn't have learned another way?
29. Why did you stop, or step back?

Founding ReFresh

30. What was the original idea, and why did you believe in it?
31. You spent about a year getting told no. What kept you going, and what was the lowest point?
32. How did Antler happen, and what changed once you were in?
33. What was the exact moment you knew the first idea was wrong?
34. You've said you hated the survey. What was so bad about it?
35. Tell me the pivot — what did you see that everyone else was missing?
36. Who was your first customer, and how did you get them?
37. What was the hardest thing about going from creator and athlete to founder?

The company today

38. In one sentence, what does ReFresh do?
39. What's psychosocial safety, in plain English, for someone who's never heard the term?
40. Why now? What's changed in Australian workplaces that makes this urgent?
41. What happens to a business that gets this wrong?
42. Who's on the team, and what do they do better than you?
43. What's the thing customers say that tells you it's working?
44. Who are you competing against, and why do you win?
45. What's the hardest part of the business right now?

How you operate

46. Your advice is "be social." What does that actually mean in practice?
47. How do you get in front of someone who has no reason to take your call?
48. What's the boldest door you've knocked on, and what happened?
49. What's a rule you follow that most founders would disagree with?
50. What do you do badly?
51. Who's mentored you, and what's the best piece of advice you've been given?

Ambition & the future

52. You've said you want to build a billion-dollar company. Why that number?
53. What does ReFresh look like in five years if everything goes right?
54. What would make you say this was worth it, even if the number never comes?
55. What's the thing you're most afraid of getting wrong?
56. What do you want people to say about you when you're not in the room?

For the pull-quote

57. If you could go back and say one thing to yourself at 15, what is it?
58. What's the belief you hold about work and mental health that most people don't share yet?

Harrison Additional Articles:

<https://www.gq.com.au/style/trends/gq-dressed-the-model-mental-health-advocate-who-enjoys-hunting-for-treasure-on-depop/news-story/ac276532a9a9bbd53ddb9a11909bb5ba>

<https://icon.ink/articles/harrison-kennedy-mental-health/>

<https://www.gq.com.au/lifestyle/health-fitness/mental-health-friendships/news-story/134628a83d86b6b12ab4dce202d56ea2>

<https://www.antler.co/blog/building-a-startup-in-an-emerging-market>

<https://pods.to/reallymental>

Taylor Laing

Taylor Laing is driven by building technology that helps people and organizations operate more effectively. Growing up, he was naturally drawn to creating and improving things, developing a strong curiosity for how technology works and how systems scale when pushed beyond their initial limits. That practical mindset shaped his path through data analytics and into hands-on engineering roles across startups and large organizations.

Taylor built his career at companies including Insite AI and 1 800 Contacts, where he took on increasing technical and leadership responsibility. He guided architectural decisions, supported and mentored other engineers, and delivered secure platforms operating under demanding performance and accountability expectations. Working closely with product and business leaders gave him a clear view into how technology choices influence risk, decision making, and organizational outcomes.

Across these environments, Taylor encountered a consistent challenge. Organizations were expected to manage psychosocial risk, yet regulatory guidance was often broad and difficult to translate into consistent, defensible practice. Leaders wanted to do the right thing but lacked the structure and tools needed to act early and stand behind their decisions during incidents or audits.

Childhood & family

1. Where did you grow up, and what was the household like?
2. What did your parents do, and what did they expect of you?
3. What were you like as a kid — the loud one, the good one, the one who asked too many questions?
4. Where did you sit in the family? Siblings?
5. What did success look like in your family when you were young?
6. What's a memory from childhood that explains a lot about who you are now?

The church *(as much or as little as you want)*

7. How central was the Mormon church to your life growing up — was it a Sunday thing or the whole architecture?
8. What did you genuinely love about it? (People skip this part and it makes the story flat.)

9. What was expected of you — mission, marriage, timeline?
10. Did you serve a mission? Where, and what was it actually like?
11. When did you first feel a gap between what you were being told and what you believed?
12. How did you leave, or how did the relationship change? Was it a moment or a slow drift?
13. What did it cost you — relationships, family, community, certainty?
14. What did you take with you that you're still grateful for?
15. What do people get wrong about Mormons?

School & the scholarship

16. What kind of student were you?
17. How did the scholarship come about — what was it for, and what did you have to do to get it?
18. What did it mean at the time, practically and emotionally? Was uni a given in your family, or not?
19. What did you study, and why that?
20. Who backed you when it mattered?
21. What did you learn at uni that you actually still use — and what was a waste?

Being gay *(entirely your call how far this goes)*

22. When did you know?
23. What was it like carrying that inside a faith and a community with a very clear script for your life?
24. Who did you tell first, and how did it go?
25. What was the hardest conversation you've ever had about it?
26. Was there a period where you tried to be someone else? What did that do to you?
27. What did coming out change — in your relationships, in your work, in how you move through a room?
28. What do you wish someone had told 16-year-old you?
29. Is there anything about being gay in professional settings — the hiding, the calculating, the reading of rooms — that still shows up for you at work?

The connection to ReFresh

30. What's the link between all of that and why you care about psychosocial safety? Say it plainly.
31. Have you worked somewhere you didn't feel safe being yourself? What was that like day to day?
32. What does "psychologically unsafe workplace" mean to you specifically — not the compliance definition, the lived one?
33. What did you notice at work that other people around you didn't have to notice?
34. Is ReFresh personal for you? How much?
35. What would a workplace that got this right have meant to you at 22?

Career before ReFresh

- 36. What was your first real job, and what did it teach you?
- 37. What were you doing before ReFresh, and why did you leave it?
- 38. What's the professional failure you learned the most from?
- 39. What were you good at that surprised you?

Coming into ReFresh

- 40. How did you and Harrison meet? First impression — honestly?
- 41. What made you say yes to this?
- 42. What did you have to give up to do it?
- 43. What did the people close to you say when you told them?
- 44. What's the moment you knew it was real?
- 45. What do you do in the business that nobody sees?
- 46. Where do you and Harrison disagree, and how does that get resolved?
- 47. What does he do better than you, and what do you do better than him?

The company & the work

- 48. In your words, what does ReFresh actually do?
- 49. What's the customer conversation that convinced you this matters?
- 50. What's the hardest part of the job right now?
- 51. What are people still getting wrong about workplace mental health?
- 52. What's the change you want to see in Australian workplaces in five years?

Ambition & pull-quotes

- 53. What are you building toward — for the company, and for yourself?
- 54. What would make all of this worth it?
- 55. What do you want people to understand about you that they usually don't?
- 56. If your story reaches one person, who is it, and what do you want them to take from it?
- 57. Finish this: "I'm building ReFresh because..."

How did they meet

Taylor met Harrison Kennedy through a shared network, and despite being based in different countries, the two quickly aligned on both the problem and the opportunity. Their collaboration began remotely and developed into a strong working partnership grounded in complementary experience and shared execution standards. Together, they co-founded ReFresh to bring

structure, clarity, and defensibility to psychosocial risk management for organizations navigating evolving regulatory obligations.