



The Global Foundation

Together, we strive for the global common good

“Australia’s longer-term national strategy in a global context”



The Canberra Roundtable

14 May 2021

Official Program

Supported by

KING & WOOD
MALLESONS
金杜律师事务所

Amundi
ASSET MANAGEMENT



The Global Foundation acknowledges the sponsorship support of its key partners, partners, corporate and university members.



Index

Acknowledgements	2
Program	3
Participants	5
Biographies	7
Prereading material	25
1. Report from the Global Foundation Insights and discussion with Dr Lawrence H. Summers and Dr Keyu Jin, 28 April 2021	26
2. A Summary of the Land Use Agreement between Mr Murray Prior and “Girrawah”, Mr Paul House	28
3. Australia’s University Research Commercialisation Scheme Consultation paper by Professor Paul Wellings, CBE	40
4. Address from Steve Howard to China’s Boao Forum for Asia at the Asia Annual Conference on 19 April 2021	43
Protocol at Government House, Yarralmula	46
Cooperative Globalisation “Chart”	47

Acknowledgements

With Special Thanks to

His Excellency General the Honourable David Hurley AC DSC (Retd)
Governor-General of the Commonwealth of Australia
and
Her Excellency Mrs Linda Hurley

The Global Foundation is grateful for the support of our many member companies and universities and in particular the support of our Key Partners and Partners.

The Global Foundation is an Australian-based not for profit, citizens’ organisation, which is fully sustained by the private sector sponsorship from business, university and institutional members, notably

Key Partners



Partners





“Australia’s longer-term national strategy in a global context”

Program

- 9.00am** **Arrival at Government House, Yarralumla**
Registration, coffee
- 9:30am** **Welcome**
Welcome to Country by “Girrawah”, Mr Paul House - a Ngambri (Walgalu), Wallabalooa (Ngunnawal) and Wiradjuri (Erambie) Traditional Custodian
Ms Louise Watson, Chairman of the Global Foundation
- 9:45am** **Outline of program, scene-setting and expectations**
Mr Steve Howard, Secretary General of the Global Foundation
Mr Marc Eames, Partner, Bain & Co
Ms Kate Burke, Design Team Lead & Research Strategist, 12thLevel
- 10:10am** **Morning Tea with Their Excellencies, The Governor General and Mrs Linda Hurley**
Address by His Excellency General the Honourable David Hurley AC DSC (Retd) Governor-General of the Commonwealth of Australia
Vote of thanks: Mr Berkeley Cox, Chief Executive Partner, King & Wood Mallesons
- 10:30am** **Session: Who are we?**
It is sometimes said that for Australia to know its national strategy it first needs a clearer sense of who it is as a people. If so, does Australia need to have a clearer sense of its national identity and what should be done to embrace its indigenous peoples and their cultures in considerations of national identity and national strategy?
Moderators:
Mr Danny Gilbert, Managing Partner, Gilbert & Tobin; Member of the Australian Advisory Council
Professor Peter Yu, Vice-President, First Nations, Australian National University
Discussion
- 11:15am** **Session: Can we transform to a sustainable economy?**
In a world that may well be less open and interconnected in the future, does Australia need a transformational strategy to achieve more sustainable prosperity for future generations and, if so, what might be done to strengthen the value and contribution of the knowledge-based economy, while at the same time, protecting against downside risks?
Moderators:
Professor Paul Wellings, CBE, Vice Chancellor, The University of Wollongong; Member of the Board of The Global Foundation, Member of the Australian Advisory Council
Ms Leanne Barnes, OAM, General Manager, Bega Valley Shire Council, Member of the Australian Advisory Council
Discussion



Program (continued)

12:00pm Where in the world do we belong?

*It is often said that national values and national interests are not necessarily the same thing.
Is Australia still a rising middle power, capable of coherently advancing its national interests
internationally and what strategic actions might be considered to make Australia more effective
in advancing its national interests in the world?*

Moderators:

Ms Louise Watson, Chairman of the Global Foundation

Mr Rob Knott, Chairman, GHD

Discussion

12:45pm Group photo

12:50pm Lunch, in working groups

2:00pm Plenary session

Feedback from working groups and synthesis

Moderator: Mr Steve Howard, Secretary General, The Global Foundation

Facilitation: Mr Marc Eames, Partner, Bain & Company

Ms Kate Burke, Design Team Lead & Research Strategist, 12thLevel

Project and program commitments

3.00pm Close of Roundtable meeting



Participants

Hosts: His Excellency, General the Honourable David **Hurley** AC DSC (Retd) Governor-General of the Commonwealth of Australia and Her Excellency Mrs Linda **Hurley**

Ms Pavina **Adunratanasee**, Entrepreneur in Residence, Cleantech, Antler

Ms Leanne **Barnes** OAM, General Manager, Bega Valley Shire; Member of the Australian Advisory Council

Father Frank **Brennan** SJ AO, Rector, Newman College, University of Melbourne; Member of the Australian Advisory Council

Ms Michele **Bullock**, Assistant Governor (Financial System), Reserve Bank of Australia

Ms Kate **Burke**, Design Team Lead & Research Strategist, 12thLevel

Professor Francis **Campbell**, Vice Chancellor, University of Notre Dame; Member of the Australian Advisory Council

Professor Amit **Chakma**, Vice-Chancellor, University of Western Australia

Ms Liz **Chatwin**, Country President, AstraZeneca, Australia and New Zealand

Mr Berkeley **Cox**, Chief Executive Partner, King & Wood Mallesons

Ms Adie **Dawes-Birch**, Member of the Australian Advisory Council

Mr Marc **Eames**, Partner, Bain & Company

Mr Paul **Fennelly**, Head of Government and Corporate Affairs, Adani Australia

Mr Danny **Gilbert**, Managing Partner, Gilbert & Tobin; Member of the Australian Advisory Council

Professor Jane **Golley**, Director of the Australian Centre on China in the World, The Australian National University

Ms Annabel **Griffin**, Partner, King & Wood Mallesons

Mr Robert **Hadler**, Member of the Australian Advisory Council

Mr Andrew **Hagger**, Chief Executive Officer, The Mindaroo Foundation and Tattarang

Mr Chris **Hartley**, Executive Director, Australian Future Leaders Program

"Girrawah", Mr Paul **House** - a Ngambri (Walgalu), Wallabalooa (Ngunnawal) and Wiradjuri (Erambie) Traditional Custodian; Senior Team Leader, ACH Strategy Community Engagement, Heritage NSW, Department of Premier and Cabinet

Sr Adele **Howard** RSM, Integral Ecology Advisory Group, Institute of Sisters of Mercy of Australia and Papua New Guinea; Member of the Australian Advisory Council

Mr Steve **Howard**, Secretary General, The Global Foundation

Mr Evan **Hughes**, Member of the Executive, The Evatt Foundation.

Mr David **Irvine** AO, Chair, Foreign Investment Review Board; Member of the Australian Advisory Council

Ms Sally **Irwin**, Founder and Chief Executive Officer, The Freedom Hub

Mr Rob **Knott**, Chairman, GHD;



Participants (continued)

Ms Elly **Lawson**, Head of Department of Foreign Affairs and Trade, East Asia Division

Ms Sheridan **Lee**, Australian Representative, Amundi; Member of the Australian Advisory Council

Ms Catherine **Liddle**, Chief Executive Officer, SNAICC - National Voice for our Children; Member of the Australian Advisory Council

Mr Brian **Loughnane** AO, Member of the Board, the Global Foundation

Ms Alice **Mahar**, Founder and Director, The Corner Store Network

Mr Thomas **Mayor**, National Indigenous Officer, NT Deputy Branch Secretary, Maritime Union of Australia

Mr John **McCarthy** AO, former senior diplomat; Senior Adviser, Asialink

Mr Jock **Murray** AO, Former Chairman of the Board, the Global Foundation; Member of the Australian Advisory Council

Mr Liam **O'Duibhir**, Co-Founder, 2pi Software

Mr Murray **Prior**, International Director & Global Head of Business, King & Wood Mallesons; Member of the Australian Advisory Council

Dr Lesley **Seebeck**, Honorary Professor, Australian National University

Mr Shaun **Treacy**, Member of the Australian Advisory Council

Ms Louise **Watson**, Chairman of the Board, The Global Foundation

Professor Paul **Wellings**, CBE, Vice Chancellor, The University of Wollongong; Member of the Board, The Global Foundation; Member of the Australian Advisory Council

Mr Luke **Yeaman**, Deputy Secretary, Macroeconomic Group, Treasury

Professor Peter **Yu**, Vice-President, First Nations, Australian National University

Facilitation:

Ms Karen **McLennan**, Business Strategy & Design Consultant, 12thLevel

Ms Suzanne **Sequoia**, Design Research Assistant, 12thLevel

Support:

Ms Fiona **Hartley**, Projects Manager, The Global Foundation

Ms Donna **Portland**, Operations Manager, The Global Foundation

Ms Susie **Parker**, Event Manager, The Global Foundation

Ms Ranj **Samrai**, Program Manager, The Global Foundation

Ms Jay **Mullins**, Volunteer, courtesy of King & Wood Mallesons

Ms Ariadne **Lopez**, Volunteer, courtesy of King & Wood Mallesons

Ms Emma **McVeigh**, Notetaker, courtesy of King & Wood Mallesons



The Global Foundation

Together, we strive for the global common good



The Canberra Roundtable

14 May 2021

Speaker Biographies

His Excellency General the Honourable David Hurley

AC DSC (Retd) Governor-General of the Commonwealth of Australia

His Excellency General the Honourable David John Hurley AC DSC (Retd) was sworn in as the Governor-General of the Commonwealth of Australia on 1 July 2019.

David Hurley joined the Australian Army in January 1972, graduating from the Royal Military College, Duntroon into the Royal Australian Infantry Corps. In a long and distinguished 42-year military career, his service culminated with his appointment as Chief of the Defence Force.

He commanded the 1st Battalion, The Royal Australian Regiment during Operation SOLACE in Somalia in 1993, receiving the Distinguished Service Cross. Following promotion to Colonel, he was appointed Chief of Staff, Headquarters 1st Division in June 1994, attending the U.S. Army War College in 1996 and 1997. He commanded the 1st Brigade from 1999-2000 in Darwin, supporting Australian-led operations in East Timor. He was appointed the inaugural Chief of Capability Development Group from 2003-07, Chief of Joint Operations Command in October 2007, and Vice Chief of the Defence Force in July 2008. Promoted to General, he succeeded Air Chief Marshal Angus Houston as Chief of the Defence Force on 4 July 2011

until his retirement on 30 June 2014. In 2010, he was appointed a Companion of the Order of Australia for eminent service to the Australian Defence Force. Prior to being sworn in as Governor-General, David Hurley served as the 38th Governor of New South Wales from October 2014 to May 2019.

David Hurley was born in Wollongong, New South Wales on 26 August 1953, the son of Norma and James Hurley. His father was an Illawarra steelworker and his mother worked in a grocery store. He grew up in Port Kembla and attended Port Kembla High School where he completed his Higher School Certificate in 1971. He graduated with a Bachelor of Arts and Graduate Diploma in Defence Studies from the Royal Military College, Duntroon in 1975. He is married to Linda with whom he has three children: Caitlin, Marcus and Amelia.

He was awarded an Honorary Doctorate of Letters from the University of Wollongong in 2013; a Doctor of the University, *honoris causa*, from the University of New South Wales in 2015; made a Fellow of the Australian Academy of Technology and Engineering in 2016; and awarded an Honorary Doctorate from Macquarie University in 2017.



Her Excellency Mrs Linda Hurley

Her Excellency Mrs Linda Hurley (nee McMartin) was born and raised in Sydney. She was educated at Kingsgrove High School and went on to become a teacher, commencing in 1976. She married David Hurley in 1977.

In the course of their married life, Mrs Hurley has supported her husband throughout his career on a wide variety of postings in Australia and overseas, including the United States, the United Kingdom, Germany and Malaysia.

Mrs Hurley's own career in education has been in both the public and private school systems, until her retirement from full time teaching in July 2011. She has been an active member of the community as a Pastoral Carer at the Canberra Hospital and Hospice. Mrs Hurley holds a Bachelor of Education from the University of Canberra.

Mrs Hurley has an interest in the Arts, especially music. She is passionate about singing, and showing how singing, especially in a group, can have a positive impact on individuals and the community.

Mrs Hurley is a member and Patron of 'Solid Rock', a Christian Ministry to women in Defence. She has been a member of the St Andrew's Presbyterian Church choir in Canberra and is a member of the Australian Military Wives Choir.

Mrs Hurley is dedicated to championing causes that are developing new technologies to recycle rubbish, and ways to reduce our use of plastic, particularly plastic packaging and plastics used for single use items, which are not only harmful to the environment but add unnecessarily to landfill sites.

Their Excellencies have three children: Caitlin, Marcus and Amelia, and one grandchild, Charlie.





The Global Foundation
Together, we strive for the global common good


The Canberra Roundtable
14 May 2021

Ms Louise Watson

Chairman of the Board, The Global Foundation

Louise has been a member of the Board of the Global Foundation since 2017. She has over 25 years' experience as a strategic adviser to companies and Government. Louise has long-standing and trusted relationships with Australia's corporate leaders, influencers, investors, market operatives, and the media.

Louise advises leaders and companies on seminal events and issues, and during times of corporate change. She has advised on more high-profile corporate M&A transactions than any other communications specialist and developed the

blueprint for privatisation communications in Australia when she was communications adviser to the Australian Government on its first privatisation, The Commonwealth Bank.

In 2002, Louise established Symbol Strategic Communications, recognised as one of Australia's leading corporate advisory firms in communications and investor relations. Symbol advises listed companies and corporates on reputation management, issues management, significant transactions and transformation projects, and investor and media relations.



Mr Steve Howard

Secretary General, The Global Foundation

As Founding Secretary General of the non-profit Global Foundation, Steve has led the necessary global push for the adoption of 'co-operative globalisation', a positive strategy for inclusive, 'win-win' economic development and a sustainable global economy. Many world leaders, including Pope Francis, the Archbishop of Canterbury, Christine Lagarde, Pascal Lamy and Mark Carney, have personally participated in and endorsed this and related initiatives.

Through this collaborative and low-key approach, Steve has helped to shape global affairs with practical outcomes over 20 years.

He led the successful renaissance strategy for Melbourne, in Australia in the 1990's, including a national strategy for private sector investment in public infrastructure, now adopted as a business model, worldwide. He continues to advise on complex infrastructure projects and funds in emerging markets.

In 1998, he co-founded and has since led the Global Foundation, for which an early centerpiece was the

restoration of relations between Australia and the European Union and France, in particular.

Steve is respected in China for his contribution to China's global engagement over the past 20 years. Highlights have included: his role in bringing China, the US and Australia together on global climate change policy; and more recently, his integral role in the establishment of the Asian Infrastructure Investment Bank, the first international institution led by China. He visits China regularly for high-level dialogues embracing security, international relations and multilateral economic development.

Steve completed his Degree in Social Science at Deakin University and the Senior Executive Program at London Business School, under a British Government scholarship. He was awarded the Chevalier of the Order of Merit for his contribution to France-Australia relations in 2004.



Ms Pavina Adunratanasee

Founder and CEO, Reno Power

Pavina Adunratanasee is passionate about accelerating the clean energy transition across global energy systems. Currently, she's the Founder and CEO of Reno Power - an early stage cleantech startup incubated at Antler.

Previously, she worked in the project finance team at Neoen Australia, a global independent power producer of utility-scale solar, wind, and storage assets. Prior to

this, she worked at Siemens Financial Services where she advised independent power producers and was responsible for structuring financing solutions for onshore wind projects in the Asia-Pacific region.

She holds a Master of Public Administration from Columbia University (USA) and a Bachelor of Science in Business Administration from Northeastern University (USA).



Ms Leanne Barnes OAM

General Manager, Bega Valley Shire; Member of the Australian Advisory Council, The Global Foundation

Leanne Barnes has been General Manager at Bega Valley Shire Council since January 2014. Leanne stepped up into the job following a 10 years as a Group Manager with the Council covering finance, human resources, community and cultural services, governance, communications, corporate planning and customer service.

In 2009 Leanne was awarded the NSW Ministers' Award for Women in Local Government in the regional/rural staff category. This award reflected her commitment to leading considerable change and diversification in service delivery across a range of community and Council services.

Previously Leanne has held leadership and management roles with Planning NSW, the Victorian Country Fire Authority, in local government in Victoria, with the Victorian Ministry for the Arts and in TAFE. She has also been a consultant in driving organisational governance change in the community sector and work in the not for profit sector.

Leanne also has considerable Board experience with positions on a number of sporting and cultural organisations and is often approached to facilitate planning and governance sessions for community

organisations. Leanne has represented at National and international levels in water polo, and was the coach of the Victorian State Team and the National Team. Over the period 1982 to 1997 Leanne lead the international and Australian campaign for the inclusion of women's water polo onto the Olympic Games program – a campaign that was ultimately successful for the 2000 Olympic Games where Australia thrillingly won the first Olympic Gold Medal for Women's Water Polo. As a result of her dedication to this sport she was awarded an Order of Australia Medal (OAM) as part of the Queens Birthday Honours List in 2019.

Recently, Leanne has provided exceptional leadership to Council and the Bega Valley Shire, through the unprecedented natural disasters experienced in the Shire, including the East Coast Low, Tathra and District Bushfires, Black Summer Fires and COVID-19.

Her commitment and experience in community led recovery is evidenced by her holding roles as Chair of the Bega Valley Shire Local Recovery Committee, the Southern NSW Regional Recovery Committee General Managers Working Group and Deputy Chair of the Southern NSW Regional Recovery Committee.



Father Frank Brennan SJ AO

Rector, Newman College, University of Melbourne; Member of the Australian Advisory Council, The Global Foundation

Fr Frank Brennan SJ AO is Rector of Newman College at the University of Melbourne. He is a Distinguished Fellow of the PM Glynn Institute at Australian Catholic University and an Adjunct Professor at the Thomas More Law School at ACU.

He is the author of numerous books on human rights having chaired the Australian Government's 2009

National Human Rights Consultation and having been a member of the Australian Government's 2018 Religious Freedom Review. Most recently he has served on the Australian Government's Senior Advisory Group designing a proposed 'Indigenous Voice' for the First Nations Peoples in Australia.





Ms Michele Bullock

Assistant Governor (Financial System), Reserve Bank of Australia

Michele Bullock was appointed to her current position in October 2016. In this role she is responsible for the Reserve Bank's work on financial stability, including production of the twice-yearly Financial Stability Review, as well as the Bank's oversight of the payments system. She is a member of the Bank's senior policy committees, Deputy Chair of the Payments System Board, member of Chief Executive Women (CEW) and executive sponsor of the Bank's employee resource group for accessibility.

Prior to her current position, Michele held a variety of senior management positions in the Bank. Most recently she held the position of Assistant Governor (Business Services). She was also Assistant Governor (Currency), Adviser for the Currency Group and, before that, she was Head of Payments Policy Department.



Ms Kate Burke

Head of Research and Design 12thLevel

Kate Burke is a social researcher and design strategist with a background in science communication and the arts.

As Head of Research & Design at software engineering and design company 12thLevel, Kate is a research strategist who loves to find points of connection and common ground in peoples' stories and innovate for positive change. Having worked in the startup sector and in community resource management, Kate loves the challenges presented by 'wicked' problems and strongly believes in the power of collaboration. Kate and the 12thLevel team are pleased to be able to bring their skills in thematic dialogue mapping to the Canberra Roundtable.

As a science communicator, Kate has appeared as a regular on ABC radio, helped to shape the Young Rural Scientist of the Year Award, and worked as a freelance science journalist with a focus on regional issues. She

has also worked as a community consultant, helping communities find common ground on the tricky issue of urbanised flying-fox colonies.

Kate is also a musician and music producer with 25 years' experience on the international touring circuit. As a member of The New Graces she has topped ARIA and independent album charts. Kate has composed choral works, instrumental music and soundtrack for television, including the ABC's Compass series. Kate is an advocate for the arts and is active in campaigning for improved conditions for artists and musicians, whose industries have been hit hard by the pandemic. She believes that the arts can help us communicate and connect in a unique way, and can better help us to describe our common ground.



Professor Francis Campbell

Vice-Chancellor, University of Notre Dame; Member of the Australian Advisory Council, The Global Foundation

Professor Campbell joined the Foreign and Commonwealth Office (FCO) as a member of Her Majesty's Diplomatic Service in 1997. He has worked at the United Nations Security Council in New York, the European Union, and at the Foreign & Commonwealth Office (FCO) in London and on diplomatic postings overseas. From 1999-2003, he served on the staff of the then Prime Minister Tony Blair, first as a Policy Adviser in the No.10 Policy Unit, and then as a Private Secretary to the Prime Minister. He also served on secondment with Amnesty International as the Senior Director of Policy. From 2005-2011, he served as Her Majesty's Ambassador to the Holy See. From 2011-13, he served as Deputy High Commissioner in Pakistan. From 2013-2014 he was the Head of the Policy Unit in the FCO and Director of Innovation at UK Trade and Investment.

From 2014-2020, Professor Campbell served as Vice Chancellor of St. Mary's University in London and also Professor of International Relations, while on special leave from the Foreign Office. In February 2020, Professor Campbell became the fourth Vice Chancellor of The University of Notre Dame Australia. He also holds the position of Professor, International Relations.

He has been a Member of the Advisory Panel of the Independent Anti-Slavery Commissioner, London. He also served on a number of governing bodies including

St. Mary's University, St. Joseph's Hospice (London), St. Elizabeth's School (London) and Carlow College (Ireland). He continues to serve as a Trustee of Forward Thinking (London).

More recently, Professor Campbell was appointed a Governor of the Forrest Research Foundation, member of the Divine Word University Council, member of the Association of Catholic Colleges and Universities Board of Directors and is a founding member of the International Council on Human Trafficking at St Thomas University, Miami, School of Law.

Francis was educated at Queen's University Belfast, Trinity College Dublin, the Katholieke Universiteit Leuven, the Jagiellonian University Krakow and the University of Pennsylvania.

Professor Campbell has Honorary Doctorates from Fordham University (New York), Saint Francis University (Pennsylvania), Queen's University (Belfast), Steubenville University (Ohio), Misericordia University (Pennsylvania), the Pakistan Institute of Business and Technology (Karachi), and the President's Medal from the Catholic University



Professor Amit Chakma

Vice-Chancellor, University of Western Australia

Born in Bangladesh, he was awarded a PhD in chemical engineering by the University of British Columbia in 1987. In 1996, after teaching at the University of Calgary, he became Dean of Engineering at the University of Regina. Three years later, he was appointed the University's Vice-President Research.

Professor Chakma became Vice-President Academic and Provost at the University of Waterloo in 2001, and was appointed President of the University of Western Ontario in 2009.

In the course of his career, Professor Chakma has been awarded the Queen Elizabeth II Diamond Jubilee Medal for contributions to Canadian post-secondary education (2012); a Top 25 Canadian Immigrants

Award (2014); the Michael P. Malone International Leadership Award for a career of outstanding contributions to furthering international education (2014); and a Lifetime Achievement Award from the Engineering Alumni of the University of British Columbia (2015).

In 2017, the University of Dhaka bestowed upon Professor Chakma the degree of Doctor of Science (Honoris Causa) for his outstanding leadership in education and research.



Ms Liz Chatwin

Country President, AstraZeneca, Australia and New Zealand

Liz was appointed Country President, AstraZeneca Australia and New Zealand in October 2017.

She has more than 20 years of experience in the pharmaceutical industry and has held various senior roles in sales, marketing, market access, corporate affairs and strategic planning.

Liz joined AstraZeneca Australia in a marketing role in 2003 and soon after, Liz was promoted to Market Access and Strategic Planning Director.

In 2008, Liz was appointed Global Head of Pricing and Market Access, AstraZeneca and was based in London. During her time in the role, Liz successfully delivered a global pricing and reimbursement strategy for new brands and supported early launch markets to achieve reimbursement goals. She was also involved in the PBS reform strategic committee in 2008.

Liz was appointed Vice President, Oncology, CNS and Broad Market, AstraZeneca China in 2011. In 2013, Liz was appointed Country President, AstraZeneca Korea, where she led the successful launch of new products such as Forxiga, Xigduo XR, Symbicort Rapihale, Lynparza and the fastest ever approval for Tagrisso. Liz championed operational execution through creating strong cross-functional teams, and improved commercial and medical capabilities.

Liz has been a member of the Medicines Australia Board since September 2018, and in March 2020 Liz was voted Deputy Chair by the MA Board.



Mr Berkeley Cox

Chief Executive Partner, King & Wood Mallesons

Berkeley Cox is the Chief Executive Partner of the Australian operations of King & Wood Mallesons, a global law firm headquartered in Asia. He leads the strategic direction of the Australian firm and drives execution against firm priorities and on its client, people, international, innovation and community agenda.

Through cross border aspects of his legal practice and driving international practice growth for the

firm, to his current role leading the Australian firm and participation on the global firm's International Management Committee, Berkeley recognises the opportunity for Australia to play a leading role in constructive and effective international engagement and the opportunities for Australia on the international stage from a trade and investment perspective.



Mr Isaiah Dawe

Chief Executive Officer and Founder, ID Know Yourself

I am the proud founder and CEO of ID Know Yourself, determined to impact the lives of the 22,000 Aboriginal children in Out of Home Care and break the cycle of intergenerational trauma and disadvantage in Australia.

ID Know Yourself delivers a culturally focused, trauma-informed mentoring program for Aboriginal young people within the Out of Home Care system. The age of the young people we support ranges from 9 - 19 years old. Our purpose is to establish belonging, discover purpose and empower positive decisions, our purpose is to break the cycle of intergenerational trauma for our people. Our program delivers group sessions, 1:1 mentoring and support coordination.

As I grew up in foster care, I was taken away from my sisters and my extended family, to never hear from them again or know their whereabouts and taken

to mainly non-Indigenous placements. During my time in the system, I had 17 different placements. I lost my sense of belonging, purpose, hope, love and importantly my Aboriginal culture.

After my negative experiences in foster care and hearing many stories of young Aboriginal boys and girls suffering in the foster care system, I took it upon myself to change this. After my foster pop passing from cancer, Eric Bell a really respected Ngunnawal Elder in the community of Yass and going to his funeral and hearing the stories of how he changed the community for the better. I heard a quote by John E. Lewis, "If not us, then who? If not now, then when?" I was prompted to start my mission.



Ms Adie Dawes-Birch

Member of the Australian Advisory Council, The Global Foundation

Adie has over 25 years' experience as a senior executive and adviser to leaders of corporate, government and non-government organisations. She has held senior executive roles with responsibility for corporate affairs, communications, and marketing, including with Foster's Group globally, Accenture across Australia and New Zealand, and MS Australia. In addition, she is an experienced consulting adviser to leaders of companies and non-government organisations, providing guidance and support for significant and complex business transformation programs, crisis and reputation management, communications and marketing strategy and implementation, brand development, and stakeholder engagement.

Adie has been General Manager, then later CEO of The Global Foundation, and is currently a member of the Australian Advisory Council. Having spent much of her career focused on alignment and integration

across organisations, sectors and geographies, Adie is passionate about promoting a wholistic approach to public policy development and organisational evolution to deliver outcomes for the greater good.

Adie holds a Bachelor of Business and has completed the Australian Institute of Company Directors course, along with several marketing-specific qualifications. She has been a member of the Industry Advisory Board for Global Studies with Monash University, and with two school-aged children, is currently a member of the Parents' Association of St Kevin's College and Secretary of the Loreto Toorak Rowing Club.

With a curiosity of the potential for start-up companies and borderless business enabled through new and emerging technologies, Adie most recently created passion project Hedgeley&Co, which launched in late 2020.



Mr Marc Eames

Partner, Bain & Company

Marc Eames is an expert principal based in the Sydney office of Bain & Company, a global management consulting firm.

Marc leads the Asia-Pacific division of Bain's Macro Trends Group. The Macro Trends group is Bain's global capability for assessing macroeconomic, technology, macrosocial, geopolitical and demographic trends as they impact the results of Bain's clients.

Marc works with Bain's clients across all industries and geographies having worked in North America, Africa and Asia Pacific. He has been with the firm for a decade and also has specific experience in strategy and transformation projects with technology clients.

Marc also provides ongoing advice on the evolving Macro environment to subscribers of Bain's Macro Surveillance Platform and Services. The Macro Surveillance platform and service provides bandwidth-constrained executives ongoing and streamlined macro surveillance at a single point. A set of macro indicators customized at the business level, a newsfeed and analysis of events affecting the macro economy, and regional economic scenarios provide guidance and a shared macro context for board, investor and executive team conversations.



Mr Paul Fennelly

Head of Government and Corporate Affairs, Adani Australia

Mr Fennelly is Head of Government & Corporate Affairs for Adani Australia. Appointed in April 2018, his primary responsibilities encompass the interface between the company and Federal, State and Local Government and providing CEOs of Adani companies with direction on strategy and positioning.

Before joining Adani, Mr Fennelly held senior executive

roles in government (including Coordinator-General of Queensland and as Director-General of Department of State Development, Trade and Innovation) and within leading private sector organisations, and two of the nation's largest and prominent industry associations.

Mr Fennelly holds degrees in law and arts (economics) and postgraduate qualifications in industrial law.



Mr Danny Gilbert AM

Co-founder and Managing Partner, Gilbert & Tobin; Member of the Australian Advisory Council, The Global Foundation

In his role as co-founder and Managing Partner of Gilbert + Tobin, Danny has been the recipient of several awards, including the Lawyers Weekly Australian Law Awards Managing Partner of the Year 2018 and the 2017 Financial Times Asia-Pacific Innovative Lawyers first ever Special Achievement Award for his extraordinary contribution to law and commitment to innovation. In 2019, Danny was awarded the degree of Doctor of Laws, *honoris causa*, by the University of New South Wales

Danny is currently Director, Business Council of Australia; Co-Chair Cape York Partnership Group Pty Limited and Honorary Ambassador of Menzies School of Health Research.

Danny was also, until recently, a member, Social Impact Investing Taskforce Expert Panel, Department of the Prime Minister and Cabinet. He is a former Non-Executive Director of National Australia Bank Limited 2004-2016; former Chairman Western Sydney University Foundation 2012-2019; former Chairman National Museum of Australia 2009-2015; former Chairman Australian Film Television and Radio School; former Chairman Law and Justice Foundation of NSW and former Chairman of the Public Interest Advocacy Centre.

Danny is also a trustee of various private charitable trusts.



Professor Jane Golley

Economist and Director of the Australian Centre on China in the World, The Australian National University

Jane is an ANU graduate (BEC, Hons, 1993). Jane's life-long interest in China began with a brief stint in the Asia Section of the Australian Commonwealth Treasury in 1993, before she left for the University of Oxford, where she wrote her Dphil thesis on 'The Dynamics of Chinese Regional Development: Market Nature, State Nurture'.

As a 'Sino-economist', Jane's research over several decades has covered a wide range of Chinese transition and development issues, including industrial agglomeration and regional policy; demographic change and economic growth (such as the economic impacts of the one- and two-child policies, and rising gender imbalances); rural-urban and gender inequalities in education and income; Socialism with Chinese characteristics and the Belt and Road Initiative,

and China's growing geoeconomics capabilities.

Jane has taught the Masters-Level Chinese economy course at the Crawford School since 2016. She is actively engaged with politicians, bureaucrats, diplomats and the media in public policy debate regarding China's rise and the Australia-China relationship. She has been a co-editor of the China Story Yearbook series since 2016, including the latest edition, *Power*, published in 2019, and a chapter contributor to the book series since it began in 2012. Jane is now the President of the Chinese Studies Association of Australia, and an Executive Member of the Australia-China Business Council (ACT).



Ms Annabel Griffin

Partner, King & Wood Mallesons

Annabel is businesswoman, wife to a busy doctor and mother of 3 young children. She is a partner at King and Wood Mallesons, head of its government sector and adviser to governments and the private sector on their most strategic, complex and high-profile projects. Before immigrating to Australia in 2011 with her husband and (then) 2 children and requalifying as a lawyer, Annabel spent 10 years as a lawyer in London and Asia on major projects – a foundation she credits with supporting the legal practice she has today.

She is passionate about the critical role of technology, innovation and commercialisation in creating Australia's economy of the future. Having advised on the creation of Australia's first public sector funded innovation hub in 2016 (the Canberra Innovation Network, whose members include CSIRO and ANU), she is now on the board as a representative of the entrepreneurial community.



Mr Robert Hadler

Member of the Australian Advisory Council, The Global Foundation

Robert Hadler is a respected senior adviser at Board and executive levels across a range of sectors including, agriculture, food production and manufacturing, retail, hotels, liquor and gaming, banking and the media.

Widely considered a best practice leader in consumer and public policy advocacy, branding and customer engagement, cultural change and employee engagement, risk and issues management, governance reform and reputation strategies for companies undergoing business transformation or

reputation challenges.

Some former executive roles include the biggest global transformation in Coles' retail and financial services between 2008 and 2014, transformation of AWB and Landmark Financial Services after the Royal Commission and GFC, Management and Board renewal at National Australia Bank between 2002-2006, and extensive global M&A and business transformation at Goodman Fielder between 1996-2002.



Girrawa, Mr Paul House

Senior Team Leader ACH Strategy Community Engagement, Heritage NSW, Department of Premier and Cabinet; Ngambri, Ngunnawal and Wiradjuri Custodian

Paul House has multiple local Aboriginal ancestries from the Canberra Region, however identifies as a descendant of Ngambri – Walgulu man Henry 'Black Harry' Williams and Ngunnawal – Wallaballoa man "William Lane aka "Billy the Bull", born in the centre of his ancestral country, at the old Canberra Hospital. His mother, Dr Aunty Matilda House, has a long-established connection to Canberra and is recognised across the region for her leadership and representation on Indigenous issues.

Paul began his public service career in the Commonwealth Department of Aboriginal Affairs (DAA), and has since occupied various positions across both NSW and Commonwealth public sector agencies. These positions have centred on engagement with Indigenous peoples across human resources, policy,

welfare reform, professional development and managing corporate operations. Paul's background is in Community Management (Macquarie University, 2008), Government Management (2002), Government Investigations (2018) and NSW Justice of the Peace.

Paul plays the Didgeridoo (Yidaki), and has performed for current and former Australian Prime Ministers including Paul Keating, John Howard, Kevin Rudd, Julia Gillard and Tony Abbott at the National 'Welcome to Country' for the 42nd, 43rd & 44th opening Federal Parliament Australia and National Apology. Other significant events include, Governor-General's Long Lunch 2016, Opening of the National '20/20' Summit, King and Queen of Spain head of state visit and cultural tours of Russia & Vietnam.



Sr Adele Howard RSM

Integral Ecology Advisory Group, Institute of Sisters of Mercy of Australia and Papua New Guinea; Member of the Australian Advisory Council, The Global Foundation

Adele is a Sister of Mercy, a faith-based organisation which works in the fields of education, health, aged care and community support services.

Adele is an educator and an experienced digital media producer of resources on themes of integral ecology and reconciliation for the education and community sectors. She is also the coordinator of the Mercy Global Presence program for Mercy International Association. Adele is a member of an international working group of

the Dicastery for Integral Human Development in Rome to implement the Laudato Si' Goals.

Adele supports several community projects, in an advisory capacity, as a member of the Committee of Eureka Australia, the Advisory Group for Integral Ecology for ISMAPNG, the Elder's Advisory Council for Parkville College and the Australian Advisory Council for the Global Foundation.



Mr Evan Hughes

Member of the Executive, The Evatt Foundation

Evan Hughes was elected to the executive board of the Evatt Foundation, a non-profit organisation dedicated to upholding the ideals of the Australian labour movement: social justice, equality, democracy and human rights in 2019 where his work has been centred on developing strategies for programs and publications surrounding Australian foreign policy.

Evan is currently a researcher at the University of Sydney in the field of Australian 'soft power' and holds a degree in Art History from the University of Cambridge. He is a Councillor of the Royal Agricultural

Society of NSW where he serves as chair of the arts committee and sits on the wine committee. Evan has also been a Director of the Australian Institute of Asian Culture and Visual Arts at the Art Gallery of NSW.

Alongside his academic work, he is the Managing Director of Herringbone Asset Management, a commercial property investment firm in Sydney.



Mr David Irvine AO

Chair, Foreign Investment Review Board; Member of the Australian Advisory Council, The Global Foundation

A long-serving diplomat, David Irvine was Australian High Commissioner to Papua New Guinea from 1996-1999 and Australian Ambassador to the People's Republic of China between 2000-2003, also concurrently Australian Ambassador to Mongolia and to the People's Democratic Republic of Korea. He subsequently became the only person to have served as the head both of Australia's foreign intelligence collection agency and its domestic security agency – positions he held for almost twelve years.

He is currently the Chairman of the Foreign Investment Review Board. He is an Adjunct Professor at Charles Sturt University and also assists at the National Security College within the Australian National University. He chaired the Cyber Security Research Centre and its predecessor for six years and remains on the board.

CSRC is a not-for-profit company promoting industry investment into Australia's cyber research capabilities in conjunction with the Government's Cooperative Research Centre programme.

Irvine has published two books on Indonesian culture. He has honorary doctorates from the University of Western Australia (Letters) and Edith Cowan University (Science). He is a Fellow of the Australian Institute of International Affairs and was a member of the Advisory Council of the National Archives of Australia for nine years.

Irvine was appointed an Officer of the Order of Australia (AO) in 2005 for services to the promotion of Australia's international relations.



Ms Sally Irwin

Founder and Managing Director, The Freedom Hub

Sally commenced her professional career in retail and held several senior management positions including NSW State Trainer for L'Oreal of Paris, Store Manager of Price Point Furniture and Myer, National Merchandiser/Buyer for Ladies Shoes for 80 stores. Taking a break from corporate positions to raise two children Sally volunteered and pioneered a few small not for profit ventures in Australia.

When her husband took up a Diplomatic post in Berlin in 2008, Sally was confronted with the issue of human trafficking Eastern Europe and established a charity in Berlin to fund organisations that supported the victims. She became very active in a centre supporting women trafficked into prostitution and helped a number of these women return to their country to begin a new life.

In March 2014 Sally founded The Freedom Hub Survivor School in Sydney, that rebuilds the lives of victims, provides long term support and a peer support program. Their trauma informed classes train, equip and provides work experience to survivors of modern slavery in

Australia. Sally and her co-workers are helping survivors of modern slavery rebuild their life to a point where they can be employed, self-sufficient and have regained their self-worth.

The Freedom Hub is accredited by Social Trader Australia and has won the NSW Business Chamber Social Enterprise of the Year for the region of Sydney. Sally was awarded one of Australia's Top 50 Business Leaders, by Inside Small Business in 2018.

Sally has been part of the Working Group for 'Stop the Traffik Australia'. She has been a member of the Australian Anti-Trafficking Network and the NSW Forced Marriage Network. She also sits on the Queensland Anti-Slavery Committee. Late 2020, Sally agreed to join the Australian Governments Advisory Group for the new National Action Plan to Combat Modern Slavery (NAP) to help roll out the next five years of fighting slavery in Australia.



Mr Rob Knott

Chairman, GHD

Mr Knott is Chair of GHD, an employee owned global professional services company with more than 10,000 people around the world and revenues of AUD 2.2 billion. He previously led the company's operations in Asia-Pacific, spanning New Zealand, Philippines, Chile, and China. He has played a key role in mergers and acquisitions, which have diversified the company's earnings across the United States, Canada, Asia-Pacific, and the United Kingdom.

Mr Knott has more than 30 years' experience in the

design and project management of major water and transport infrastructure, defense, telecommunications, and property and buildings projects.

Mr Knott is a founding director of The GHD Foundation an independent global charitable organisation focused on relieving poverty and distress and building communities. He is also director of Hands and Feet, an Australian charity providing food distribution, indigenous education, and national disability services.



Ms Elly Lawson

Head of Department of Foreign Affairs and Trade, East Asia Division

Elly has led East Asia Branch, covering the bilateral relationship with China, since 2017. Previous roles include head of the Indonesia Program Delivery and Timor-Leste Branch, Economic Counsellor in Jakarta, First Political Secretary in Beijing and several years in the China political section.

She was a China analyst at the Department of Defence

and at the Office of National Assessments. She worked in Beijing as a reporter for the Economist Group and as a translator. She studied modern and classical Chinese at Durham University, UK, including a year at the People's University in 1990.



Ms Sheridan Lee

Australian Representative, Amundi; Member of the Australian Advisory Council, The Global Foundation

Sheridan is the founder and principal of Shed Enterprises, a specialised third-party marketing consultancy operating in the Australian institutional financial markets.

Sheridan started her working life as a journalist and launched Super Review in the early days of occupational superannuation.

As a Business Development Manager she worked with Swiss Bank Corp (now UBS) and Alliance Capital. Sheridan pioneered third party marketing in Australia and in 1996 set up Shed Enterprises Pty Ltd.

Clients have included Adveq Management AG, Neuberger Berman LLC, Bridgewater Associates, Old Mutual plc, CDC Ixis Asset Management, Standard Life Group, GAM, Axa Rosenberg Investment Management Ltd, Acadian Asset Management and Challenger International. Current clients include Amundi Asset

Management, Coolabah Capital, Sanaka Capital Investment Managers and Octopus Investments Ltd.

She is a shareholder in and a board member of Shed Connect Pty Ltd, a multimedia communications business, which runs media campaigns for financial services businesses. Shed Connect publishes two mastheads which have a combined distribution of 80,000 subscribers.

Sheridan served for six years on the board of the charity SecondBite – which 'rescues' surplus food from across the retail network in Australia and redistributes it to local charities who provide food relief to people in need.

Sheridan was a NSW Finalist (Entrepreneur) in the 2015 Telstra Business Women's Awards. She holds a Bachelor of Economics from the University of Sydney.



Ms Catherine Liddle

Chief Executive Officer, SNAICC - National Voice for our Children; Member of the Australian Advisory Council, The Global Foundation

An Arrernte/Luritja woman from Central Australia, Catherine has been a leading advocate in upholding the rights of Aboriginal and Torres Strait Islander peoples on a national, regional and local level.

Catherine has held senior management positions in First Nations organisations including First Nations Media and Jawun Indigenous Corporate Partnerships, as well as within the Northern Territory Education Department, the ABC and NITV/SBS.

A journalist by trade, Catherine's motivation has always been to drive change that leads to positive outcomes

and options for First Nations people. Over the past 10 years she has led multidisciplinary teams, overseen workplace transformations, and advocated for policy reform.

Catherine is the CEO for SNAICC – National Voice for our Children, the national non-governmental peak body for Aboriginal and Torres Strait Islander children that works for the fulfilment of the rights of Aboriginal and Torres Strait Islander children, in particular to ensure their safety, development and wellbeing.



Mr Brian Loughnane AO

Member of the Board, the Global Foundation

Brian Loughnane AO was Federal Director of the Liberal Party of Australia from 2002 until February 2016. In that time he ran four national campaigns as Coalition Campaign Director.

He is currently a business and political strategic advisor. Brian was previously State Director of the Victorian Division of the Liberal Party from 2000-2003.

He commenced his business career with Shell Australia in 1982 and worked in the oil and gas industry for 15 years until the mid-1990's. Brian has extensive international political experience with major centre-right parties around the world and is currently Deputy Chairman of the IDU.



Ms Alice Mahar

Founder and Director, The Corner Store Network

Alice is an environmental and food justice advocate from Melbourne who is one part chef, three parts social entrepreneur.

Alice's passion for cooking coupled with a desire to ensure no person goes hungry led her to create The Corner Store Network; a social enterprise working to preserve the future through the provision of food, economic and environmental justice.

The Corner Store Network is on a mission to put people and planet before profit by running a number of initiatives, addressing global challenges with local solutions.

Being selected as one of Australia's leading young social entrepreneurs in 2017 through the Foundation

for Young Australians was just the beginning for Alice. She has since been named an Obama Leader: Asia Pacific, a Climate Reality Leader, Sir John Monash Sustainability Leader, and has used the medium of food to strive for social justice and equality while providing opportunities for women.

Alice fundamentally believes in the power of community to solve problems from a ground up approach and is passionate about feeding a growing global population in an environmentally regenerative way, whilst ensuring that no person is left behind.



Mr Thomas Mayor

National Indigenous Officer, NT Deputy Branch Secretary, Maritime Union of Australia

Thomas Mayor is a Torres Strait Islander who was born and raised on Larrakia Land in Darwin.

He was a stevedore for sixteen years before becoming an official of his union, the Maritime Union of Australia. As an activist in his local community, Thomas has passionately fought for workers rights, Indigenous rights, and for social justice in general. In 2017 he attended the Darwin Regional Constitutional Dialogue, where he was elected to represent the region at the Uluru National Constitutional Convention. The convention is where the Uluru Statement from the Heart was overwhelmingly endorsed on 26 May 2017.

Thomas has since advocated for the proposals in the Uluru Statement from the Heart, and has published two best-selling books about the campaign. The first book, 'Finding the Heart of the Nation – the journey of the Uluru Statement towards Voice, Treaty and

Truth' features some of the remarkable Indigenous people that he met on his campaigning journey. His second book is a children's version, Finding Our Heart, published in June 2020. Both books were published by Hardie Grant Publishers and were shortlisted in the Australian Book Industry Awards.

Thomas has two books that will be published in September 2021. One is a children's book about the Gurindji Wave Hill Walk Off, the other is about fatherhood told from First Nations men's perspectives.

Today, Thomas continues to advocate for the Uluru Statement while being the National Indigenous Officer and Deputy Secretary of the Northern Territory Branch for the Maritime Union of Australia.





Mr John McCarthy AO

Former Senior Diplomat; Senior Adviser, Asialink

John McCarthy AO is a former Australian career diplomat. He joined the then Department of External Affairs in 1968.

McCarthy's posts include Ambassador to Vietnam, Mexico, Thailand, The United States, Indonesia and Japan and High Commissioner to India.

His assignments in the Department of Foreign Affairs and Trade (DFAT) in Australia included Chief of Staff to the then Foreign Minister, Andrew Peacock, Chief Legal Officer and Deputy Secretary.

Born in Washington DC in 1942, McCarthy has an MA and LLB from Cambridge University and was called to the London bar at the Middle Temple in 1965. He was a barrister in London from 1965 to 1966 and worked for the New York law firm of Shearman and Sterling from 1966-1967.

Since leaving DFAT in 2009, McCarthy has been: National President of the Australian Institute of International Affairs; Chair of the Australian Australia-India Council; Co-convenor of the Australian-Indonesia dialogue; and Chair of the Advisory Board of the Griffith Asia Institute.

After 2009, McCarthy has also had a number of assignments from the Minister of Foreign Affairs and has been involved in the private sector, including as senior adviser to Mitsubishi Materials Corporation, Tokyo, since 2011.

McCarthy is a senior adviser to Asialink. McCarthy is an Officer of the Order of Australia (1999). He has Honorary Doctorates from Murdoch and Griffith Universities.



Ms Karen McLennan

Business Strategy & Design Consultant, 12thLevel

Karen has 30 years professional experience in research and analysis, intelligence, policy development, program design and evaluation, business assurance, across the public and private sectors.

Over the last 20 years Karen has worked as a management consultant, where she has successfully designed, led and managed teams in the conduct of numerous major program evaluation, assurance, training and capability development projects for Commonwealth and ACT government agencies. More recently, she has applied her program design and evaluation skills to the collaborative design and change management of enabling ICT solutions in support of client business outcomes.

Prior to her management consulting career, Karen held a number of senior analytical, intelligence

and executive management positions across the public sector including the Bureau of Transport and Communication Economics, Australian Federal Police, the Office of Strategic Crime Assessments, the Australian National Audit Office, and Centrelink.

On a personal note, Karen is a keen tennis player and advocate for increased participation of women in tennis. She enjoys spending time with her family, collecting and making art and having a good cup of coffee with friends.

Karen holds a Bachelor of Economics (University of Newcastle), Post Graduate Diploma in Communications (University of Canberra) and a Master of Arts (Strategic Studies and Defence), from the Australian National University.



Mr Jock Murray AO

Former Chairman of the Board, Member of The Global Foundation

Jock operates a private consulting firm specialising in infrastructure development. He is a former Director General (Secretary) of the New South Wales Department of Transport in Australia, prior to which he was Executive Director Transport for the Sydney 2000 Olympic Games.

Jock was involved with the master planning for the

Beijing 2008 and London 2012 Olympic Games. He has held a number of corporate directorships over the last 20 years. He is currently Chairman of Latrobe Magnesium Limited. His early career comprised 28 years in the Australian Army; this service involving overseas-based roles at the strategic level



Mr Liam O'Duibhir

Co-founder and Director, 2pi Software

Liam O'Duibhir is a software engineer who never gets to write code anymore. His passion is to build a unique software development team on the Far South Coast of NSW that compares favourably with the capabilities of similar-sized metropolitan-based companies.

Allied to this goal is a strong commitment to increase the number of digital and knowledge service-based businesses operating in the Bega Valley.

In 2009, he moved with his family from Sydney to Merimbula in Far South Coast NSW. Previously he had been the Open Source Programme Manager at Fujitsu Australia Software Technology (FAST) and has over 25 years of experience in the IT industry. In 2010 he co-founded IntoIT Sapphire Coast, a network that links up the increasing numbers of tech-skilled sea-changers enjoying the lifestyle dividend of the region. The network sponsors Start Up camps, Game

Development, Coding Nights and Hackathons, as well as a series of high profile events such as Regional Innovation Week in the Bega Valley and Bega AgTech Days.

Co-founding 2pi Software in 2012, Liam has driven job creation in a number of spheres not historically associated with rural/remote Australia including software development capabilities in Enterprise-grade ERP systems and Amazon Web Services (AWS) cloud skills.

The 2pi Software team were also responsible for remote/rural Australia's first ever digital co-working space, CoWS Near The Coast, a game-changing initiative that accelerated the creation of the Bega tech/startup eco-system.



Mr Murray Prior

International Director & Global Head of Business, King & Wood Mallesons; Member of the Australian Advisory Council, The Global Foundation

Murray is the International Director & Global Head of Business Development and Marketing at leading international law firm – King & Wood Mallesons.

In this role he supports the Global Chief Executive in the design and implementation of global strategy covering markets, clients, brand and reputation. He is a member of the firm's International Management Committee and the Australian Executive Team. In his 18 year career with KWM, Murray has held a number of senior

business development roles covering practices groups, sectors and key clients.

Murray also runs a regenerative farm – "Nguurruu" in the Southern Tablelands which includes a Belted Galloway stud and Angus beef operation.





Dr Lesley Seebeck

Honorary Professor, Australian National University and former CEO of the Cyber Institute

Dr Lesley Seebeck has held senior executive roles at the Digital Transformation Agency, Bureau of Meteorology and Department of Finance. She served on the Government's Naval Shipbuilding Advisory Board from 2019-2020. In March 2017, she was recognised as Federal Government CIO of the Year.

Dr Seebeck has extensive experience in strategy, policy, defence and intelligence, management, budget and technology roles in the Australian Public Service, industry and academia. She holds qualifications in information technology, business administration, defence studies and physics.



Ms Suzanne Sequoia

Design Research Assistant, 12thLevel

Suzanne Sequoia (BSc MPhil) is a human centered researcher tackling complex problems with Canberra based company 12thLevel. With a scientific research and illustration background, Suzanne brings curiosity and creativity to her work in the dynamic 12thLevel design team. Fascinated by psychology and communication she enjoys the varied tasks, co-design, and resolutions this position provides.

Travelling the world, Suzanne has worked as a conservation biologist and illustrator in a diverse range of roles and countries, including Vietnam, Canada, and Fiji. Her roles in developing countries instilled a deep appreciation for the issues facing the natural world,

including our own species, as global development moves ahead. Interested in all life on earth, and strongly connected to the Australian environment Suzanne believes in thinking globally and acting locally in the face of the present challenges.

Currently living in Canberra Suzanne recognizes the Ngunnawal people as the Traditional Custodians of the land, paying respect to the Elders past, present, and future, and acknowledges their continuing cultures and connection to country.



Mr Shaun Treacy

Member of the Australian Advisory Council, The Global Foundation

Shaun has been involved in Investment Banking and Corporate Finance for over 30 years and has worked and lived in Australia, the United States, the United Kingdom and Hong Kong. During this time, Shaun held leadership positions and was Managing Director at JPMorgan, Lehman Brothers, Nomura and UBS and has vast experience across multiple industry sectors.

Shaun is currently on the board of directors and acts as a senior advisor to a number of public and private companies in Australia and internationally. He is a Director of Multiple Sclerosis (Qld), and a member of the Dean's Society at the University of Queensland,

and is a member of the Business, Economics and Law Alumni Ambassador Council in Sydney. Shaun is on the Australian Advisory Council of the Global Foundation.

Shaun has a Bachelor of Commerce from the University of Queensland, is an Associate of the Institute of Chartered Accountants in Australia, an Associate of the Securities Institute of Australia and a Member of the Australian Institute of Company Directors.



Professor Paul Wellings CBE

Vice Chancellor, The University of Wollongong; Member of the Board of The Global Foundation

Professor Paul Wellings CBE joined the University of Wollongong as Vice-Chancellor in January 2012. Prior to his current role, Professor Wellings held the position of Vice-Chancellor of Lancaster University from 2002-2011, and Deputy Chief Executive of CSIRO from 1999-2002.

He has extensive board experience, including with the Australian Research Council (ARC) Advisory Committee, the Australian Nuclear Science and Technology Organisation (ANSTO), the Australian Centre for International Agricultural Research (ACIAR), and some of the UK's peak education and research bodies. He is currently a board member of the University of Wollongong Global Enterprises and Trustee of the University of Wollongong USA

Foundation.

Professor Wellings also serves on the Ministerial Advisory Council for Free Trade Agreements, NSW Innovation and Productivity Council, NSW Domestic and Family Violence and Sexual Assault Corporate Leadership Group, the Global Foundation Advisory Council, General Sir John Monash Foundation and Regional Development Australia-Illawarra board.

Professor Wellings was appointed Commander of the British Empire (CBE) in the 2012 Queen's Birthday Honours list for services to higher education. He received an Honorary DSc from Lancaster University in 2014 and an Honorary DUniv from University of Surrey in 2019.



Mr Luke Yeaman

Deputy Secretary, Macroeconomic Group, Treasury

Luke Yeaman commenced as Deputy Secretary, Macroeconomic Group in May 2020.

In this position, Luke has responsibility for providing advice to the Government on a wide range of matters relating to the performance of the Australian economy and Australia's international economic engagement, including through the G20. He is a member of the Executive Board.

In his previous role as a Deputy Secretary in the Department of Infrastructure, Regional Development and Cities, Luke was responsible for advising on infrastructure policy and priorities, cities policy and also

helped oversee the delivery of major transformational projects such as the Western Sydney Airport and Inland Rail.

Luke brings to this role a breadth of experience across government, including previous positions in the Treasury, where he began his career as a Graduate. He has also held senior positions in the Department of the Prime Minister and Cabinet and the Office of National Intelligence.

Luke has a Bachelor of Economics (Hons) from Monash University.



Professor Peter Yu

Vice-President, First Nations, Australian National University

Professor Peter Yu is a Yawuru man from Broome in the Kimberley region in North West Australia with over 40 years' experience in Indigenous development and advocacy in the Kimberley and at the state, national and international level.

Peter was a key negotiator on behalf of the Yawuru Native Title Holders with the Western Australian State Government over the 2010 Yawuru Native Title Agreement. He was recently Chief Executive Officer of the Yawuru Corporate Group and is the current and inaugural Vice – President First Nations at the Australian National University.

He has been an advocate for the social, cultural and economic advancement and well-being of Kimberley

and other Aboriginal communities for his entire career. He has been instrumental in the development of many community-based organisations and initiatives which have had an enduring influence on the Kimberley region. He was Executive Director of the Kimberley Land Council during the 1990s and a member of the national leadership team negotiating the Federal Government's response to the 1992 Mabo High Court judgement on Native Title.

He is currently the Chair for the Indigenous Reference Group (IRG) to the Northern Ministerial Forum and Deputy Chair of the North Australian Indigenous Land and Sea Management Alliance Ltd (NAILSMA).





The Global Foundation

Together, we strive for the global common good



The Canberra Roundtable

14 May 2021

Pre-reading Material

Pre-reading Material for 12:00pm Session: Global Economy insights sessions
'What happens next with the global economy'

Report of Global Foundation Insights and discussion with Dr Lawrence H. Summers and Dr Keyu Jin, 28 April 2021

On 28 April 2021, the Global Foundation hosted a virtual event with two of the world's pre-eminent economists – Dr Lawrence H. Summers and Dr Keyu Jin. Participants joined the virtual event from around the world to share insights and discuss the outlook for the post-pandemic global economic recovery.

The event was co-moderated by Steve Howard, Secretary General of the Global Foundation, and Sue Kench, Global Chief Executive Partner of King & Wood Mallesons. The guest speakers were:

- Dr Lawrence H. Summers: Charles W. Eliot Professor and President Emeritus at Harvard. He was Secretary of the Treasury for President Clinton and the Director of the National Economic Council for President Obama; and
- Dr Keyu Jin: Chinese economist, Associate Professor of Economics at the London School of Economics and a World Economic Forum Young Global Leader, specialising in international macroeconomics and the Chinese economy.



Below is a summary of the key points and issues raised.

The future of global economic growth

During the past year, the resilience of the global economy has been tested more than ever before, as a result of the COVID-19 crisis and rising geopolitical tensions. While these remain challenging economic times, the overall outlook for global growth is strong, with the IMF predicting the global economy to grow 6% this year. Despite ongoing talk of “decoupling” between the USA and China, many believe that it is unlikely that the world's two largest economies can be separated to a significant extent. Both economies have become deeply intertwined over the last two decades – American companies are well versed in operating in and navigating China.

However, global economic growth needs to be put in a historical context. According to one view, the uniquely rapid growth seen over the last year reflects a “catch up” from the year before, where growth was at record-lows. Global economic growth over this two-year period has therefore been poor by historical standards.

Separately, China's economic outlook is positive, and its impressive post-pandemic recovery has effectively narrowed the gap with the USA in economic terms. Despite its ongoing recovery, the rate at which this is occurring is slowing and inequalities are beginning to deepen. For example, household incomes have not returned to their pre-pandemic levels and migrant worker incomes are significantly lower than they were previously. However, China is not alone, as income inequality is becoming a significant issue in many countries and widening the socio-economic divide between the developing and developed world.

Looking ahead, it was suggested that China's future growth depends on a number of factors. A particular focus for the Chinese Government will be on driving productivity through innovation and technological supremacy on a global scale. Historically, China's rapid rate of adoption has allowed it to capitalise on new and emerging sectors, prioritising the economic gains above any collateral damage such as job displacement or the suppression of consumer welfare. However, there is mounting pressure on the Government to protect consumer rights and pursue policies for the greater social good, such as climate change and poverty alleviation. A balance between economic prosperity and social policies will need to be achieved.



Barriers to global cooperation

In the context of increasing nationalism and distrust between nations, three key barriers for future global cooperation were identified, namely:

1. Lack of collective action to address global challenges

Global security in the next century is dependent on the capacity to foster global cooperation around collective problems, such as climate change and the pandemic response. New data suggests that the world can expect a pandemic-level public health crisis every decade going forward. Although we are not remotely ready to face the next threat as an integrated global collective, there is hope that multilateral forums such as this year's G20 will make headway in achieving the level of cooperation required.

2. Poor management of economic transformation

Economies around the world are currently transitioning from a conventional, tangible economy to a more services-oriented model. Manufacturing is being replaced by professional services and other "less tangible" sectors. A similarly monumental transformation occurred during the Industrial Revolution, where agriculture was replaced by industry. Looking ahead, the prospects for global cooperation will be



The Global Foundation

Together, we strive for the global common good

closely linked to the management of this transition and what it means for the new winners and losers.

3. An uncertain global order

With geopolitical headwinds intensifying and the balance of power continuing to shift, the global order is unclear. A similar leadership vacuum occurred between WWI and WWII, with Britain no longer able or willing to lead and the USA not ready, which led to competition between nations. Today, the USA lacks the economic dominance it possessed in previous decades and its people are increasingly turning inwards and focusing on domestic issues. On the other hand, China is seeking global influence to match its meteoric and rapid economic rise on the world stage. According to one speaker, China must cultivate moral legitimacy and regain the trust of the international community, by demonstrating that its global contributions are not based solely on its own interests but on what is moral and socially just.

The global pandemic has created a watershed moment to reassess the global architecture and to consider any possible alternatives. The question currently facing world leaders is, therefore, how will this power imbalance play out and what will define the new global order going forward?

**KING & WOOD
MALLESONS**
金杜律师事务所

The Global Foundation gratefully acknowledges the contribution of Key Partner, King & Wood Mallesons, in preparing this report.



Pre-reading Material for 10:30am Session: Who are we?

A summary of the Land Use agreement between Mr Murry Prior and “Girrawah”, Mr Paul House

It is sometimes said that for Australia to know its national strategy it first needs a clearer sense of who it is as a people. If so, does Australia need to have a clearer sense of its national identity and what should be done to embrace its indigenous peoples and their cultures in considerations of national identity and national strategy?

For those of you who've been following along with our journey, you'll know that we have been exploring our relationship with First Nations Australians, listening to the uncomfortable truth, challenging our understanding of history and developing a profoundly deep respect for indigenous agriculture, culture and beliefs.

As part of our family journey we've been personally challenged by the concept of European land ownership. Yes, we've worked hard all our lives to have the privilege of managing this landscape and yes, our names are clearly on the title deed. But the truth is, over 200 years ago this land was stolen from First Nations Australians. Their sovereignty was never ceded, yet they were dispossessed of it, along with their homes, children, possessions, culture, language and spirit. And much worse.

As we work to heal the land here at Nguurruu, we have found ourselves increasingly grappling with the fact that there are more than just landscapes to heal. There are issues in our shared history that require healing too. Digging deep, we ask ourselves: What's our purpose here? What do we want for our kids? What's the right thing to do?

This is “Girrawah” Paul House - our family friend and fellow countryman. He's a Ngambri (Walgalu), Wallabalooa (Ngunnawal) and Wiradjuri (Erambie) custodian and he's been beside us since the beginning of our journey, guiding us gently with his knowledge and wisdom. His approach to the sky, earth, water and all nature's creatures, his ancestral story-telling, and his empathy for this beautiful country has been my own family's "north star" as we seek a deeper connection of our own with this land. By spending time with Girrawah, we now have a better understanding of what we need to do and how to do it.

So, here's the deal. For as long as we are here at Nguurruu, we will share with Girrawah and his people, a parcel of their ancestral land to manage how he wants. It could be for bush tucker, could be a native nursery, could be agroforestry for traditional implements, could be a cool burn school, could be a place for guided tours. Could be all of those things, or something else.



The Global Foundation

Together, we strive for the global common good



**The Canberra
Roundtable**

14 May 2021

The partnership is struck and governed under “Yindyamarra” - the Wiradjuri lore of respect for all things. It means to go slow, be patient, take responsibility and give respect. A fitting principle to ground this commitment and to build on our partnership together. Through this partnership, Paul and his people gain access and connection to his beloved country as well as an opportunity to express himself on this landscape. For us, we have gained a friend and played a small role in the healing between us and our First Nations brothers and sisters. At this inflection point for our planet, agriculture, and for our families, we have so much to gain and so little to lose.



University Research Commercialisation

Consultation paper

We are seeking views on the development of a model for university research commercialisation (URC) and possible mechanisms to incentivise and increase partnerships between businesses and universities. The issues, rationale and key design elements of a new scheme are outlined below with some discussion questions which could be used as a prompt to guide your submission (summary of questions is at Attachment A). Please email your submission (of no more than 1,500 words) to the Department of Education, Skills and Employment at urcs@dese.gov.au.

Please advise in your email whether you consent to your submission to be made publicly available. Submissions which do not state that they can be made publicly available will not be published to the department's website.

Submissions on the URC consultation paper will close at 11.59pm AEST Friday, 9 April 2021

Submissions, as well as input from numerous stakeholders will be fed into a scoping study that outlines options for a new model. The scoping study will be presented to Government later in the year for consideration and decision on next steps of implementation.

“We want to provide a platform and a pathway for our talented researchers to partner with you, with businesses all around the country and to apply their intellectual firepower as research entrepreneurs.”

- The Hon Scott Morrison MP, Prime Minister, Virtual Address to the Business Council of Australia AGM, 19 November 2020

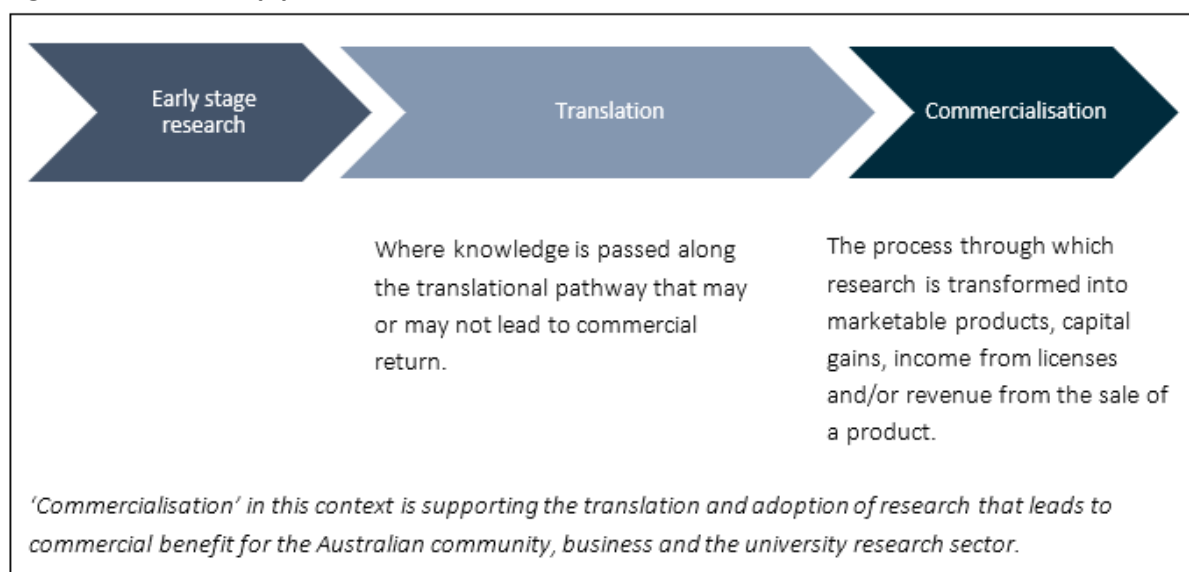


Purpose and background

Importance of research commercialisation

The translation and commercialisation of research (see Figure 1) produces great social and economic benefits.

Figure 1: Innovation pipeline



The commercialisation of a product can yield profit, inspire new businesses and create jobs. In 2019, Australian research organisations generated over \$176 million in commercialisation revenue, and 42 new spin-out companies and start-ups.¹ Improving commercialisation of research will increase the scale of these economic returns.

Spin-out companies and start-ups from research organisations can grow into large, profitable companies, as well as feed directly into existing businesses. While the adoption of new research is of commercial benefit to businesses, the application of new technologies and innovations through research helps to push Australian businesses toward the global productivity frontier.² Businesses who invest in research are more productive, with the turnover growth for high R&D intensity firms between 5.9 to 7.3 times higher than low R&D intensity firms.³

Now is the opportune time to drive improvements in commercialisation of research. Australia's innovation is critically important to the long-term success of our nation, but particularly in the short to medium term COVID-19 recovery. Focusing effort on commercialisation will boost the economy and optimise community benefit from public investment in research.

¹ Knowledge Commercialisation Australasia, *Survey of Commercialisation Outcomes from Public Research (SCOPR)*, 2020.

² OECD, *Frontier Firms, Technology Diffusion and Public Policy: Micro Evidence from OECD Countries*, 2015.

³ Department of Industry, Science, Energy and Resources, *Australian Innovation System Report*, 2017.



Australian performance in research commercialisation

With Australian scientists producing ground-breaking research every day, there are ample opportunities for Australia to capture commercial benefits. In the past year alone, Australian scientists have led breakthroughs that could lead to an early diagnostic test for Alzheimer's disease, improved reliability of quantum computers, and greater detection of improved threats such as drone technology. Almost 90 per cent of Australian research is rated at or above world standard, and research strength is demonstrated in numerous areas, including medicine and health sciences, biological sciences, engineering, agriculture and archaeology.⁴ Most of this research excellence is driven by universities.

Australia has a higher proportion of research undertaken in higher education institutions than key comparable nations.⁵ Of the \$33 billion that Australia invests per year in R&D, universities undertake around one-third of this activity.⁶ Australian universities are outstanding in knowledge creation, ranking 9th out of 31 OECD countries for our presence in the top 200 list of world universities.⁷

Excellence in research, however, does not necessarily lead to excellence in research commercialisation, either with existing businesses or through the creation of new businesses.⁸ The 2020 WIPO Global Innovation Index ranks Australia as the 23rd most innovative country overall.⁹ Our input is strong, but we are 40th when it comes to knowledge and technology outputs. Australia performs well in knowledge creation but poor in translating this knowledge into new products or other innovations.

Industry-university collaboration is a key mechanism for the translation and commercialisation of research, as knowledge is transferred between sectors resulting in innovation. Metrics on the extent of collaboration indicate that Australia needs to improve its performance in industry-university collaboration if we want better commercial outcomes. Only 1.6 per cent of innovating business in Australia collaborate with our world-class university research,¹⁰ just 2 per cent of articles were published with academic and corporate co-authors in 2017 (ranked 25th out of 35 OECD countries), and 3.9 business enterprise researchers were (full-time equivalent) employed per thousand in industry in 2017 (23rd out of 34 OECD countries).¹¹

Whilst the Australian Government has incrementally increased collaboration and commercialisation through initiatives such as the Medial Research Future Fund (MRFF) and innovation programs through CSIRO, focusing on university research will be a new approach to solving this problem. With over 80,000 people devoted to R&D¹² working across 42 research-active universities producing

⁴ Universities Australia, *Clever Collaborations: The Strong Business Case for Partnering with Universities*, 2020.

⁵ Innovation and Science Australia, *Australia 2030: prosperity through innovation*, 2017.

⁶ Australian Bureau of Statistics, *Research and Experimental Development, Higher Education Organisations*, 2020.

⁷ OECD, *Main Science and Technology Indicators*, Vol. 2019/2.

⁸ Innovation, Science Australia, *Performance Review of the Australian Innovation, Science and Research System*, 2016.

⁹ WIPO, *Global Innovation Index: Australia*, 2020.

¹⁰ Department of Industry, Science, Energy and Resources, *Australian Innovation System Monitor*, 2020.

¹¹ OECD, *Main Science and Technology Indicators*, Vol. 2019/2.

¹² In person years of effort (PYE), equivalent to a full-time employee whose times is wholly dedicated to R&D. Australian Bureau of Statistics, *Research and Experimental Development, Higher Education Organisations*, Australia, 2018.



outstanding research, universities present the greatest opportunity to increase the commercialisation of our research endeavour.

Barriers to university research commercialisation

The commercialisation outcomes for university research are driven by a balance of economic and social incentives which provide signals to the university research sector, the business sector and the Australian community. The current education, research and innovation settings within the system are targeted more toward pure research than commercialisation and do not always foster a culture of industry engagement and collaboration. To encourage and accelerate university commercialisation outcomes the existing paradigm will need to shift, whilst also maintaining our investment in research excellence and basic research.

Universities

While universities increasingly invest in research that has social and economic impact,¹³ they have weak incentives to commercialise research which has commercial potential. Revenue from international students is influenced by global rankings, which in turn are linked with publication output. Universities have strong incentives to increase their publication impact, but not their commercialisation outcomes. Universities also lack capability to commercialise research, with most researchers lacking experience working with industry.¹⁴ An innovation culture has not been fostered within Australian universities, with performance management and rewards focused on quality of academic output and citations.

Business

Business investment in R&D is low in Australia compared to international peers.¹⁵ Most businesses prefer to invest in research in-house than collaborate with universities. The risk appetite for R&D investment is low, with businesses reluctant to invest in research that has potential for failure. The Australian market is also constituted by a high proportion of small to medium enterprises (SMEs) who have less capacity than larger businesses to take the time and financial risks associated with engaging with research. Businesses report difficulties in engaging with universities such as cultural and skillset differences, barriers with intellectual property and regulation.¹⁶

Government

Grant application processes are more geared towards academic rather than commercialisation objectives. Government university research funding is allocated largely to projects over a long period of time with no evaluation or assessment for commercial impact. Timeframes, process and effort required to obtain research grants can deter businesses from engaging and collaborating with universities and academics.

¹³ Thomas Barlow, *The Future is Black and White*, 2020.

¹⁴ Innovation and Science Australia, *Performance review of the Australian innovation, science and research system*, 2016.

¹⁵ Innovation and Science Australia, *Stimulating business investment in innovation*, 2020.

¹⁶ Innovation and Science Australia, *Performance review of the Australian innovation, science and research system*, 2016.



Key design elements of a new scheme

International governments have been increasing their focus on funding programs that increase their national research impact. International experience demonstrates that commercialisation works well when there is strong collaboration between industry and academia, alignment of funding directed towards clear objectives or challenges, and sufficient quantum or scale of investment, by both industry and government.

A new model to improve the commercialisation of university research needs to consider these issues, as elaborated in the below sections:

1. Mission-driven research
2. Stage-gated design
3. Incentives for participation
4. Industry-university collaboration
5. Governance

1. Mission-driven research

Prioritisation of research funding can raise the efficacy of programs as effort is directed to areas of national importance. Internationally, there is an increasing focus on challenge or mission-based innovation demonstrated through examples such as the German Hightech-Strategie, the Japanese Moonshot Research and Development Programme, and the UK's Grand Challenges. Mission-driven research occurs when an organisation sets a goal to solve a critical, complex challenge, and researchers in the public and private sectors strive to achieve it. Mission-driven research has three distinguishing features:

- It is based around a Challenge, usually set by a government agency and/or group of experts
- It specifically seeks to create markers for new products and services, firms and/or industries
- It seeks to link demand and supply side policy interventions.

Example - UK Grand Challenges

The UK has developed four Grand Challenges as part of their industrial strategy, with more specific, ambitious missions to tackle the Grand Challenges.

- Artificial Intelligence and Data Mission: Use data, Artificial Intelligence and innovation to transform the prevention, early diagnosis and treatment of chronic diseases by 2030.
- Ageing society Mission: Ensure that people can enjoy at least 5 extra healthy, independent years of life by 2035, while narrowing the gap between the experience of the richest and poorest.
- Clean growth Mission: At least halve the energy use of new buildings by 2030; establish the world's first net-zero carbon industrial cluster by 2040 and 4 low-carbon clusters by 2030.
- Future of mobility Mission: Establish the world's first net-zero carbon industrial cluster by 2040 and 4 low-carbon clusters by 2030.

Example – Japanese Moonshot Research and Development Programme Missions



The Moonshot programme will promote high-risk, high-impact R&D through a stage-gate investment process to accelerate Japan's research commercialisation. The ¥117 billion (equivalent to AUD\$1.5 billion) aims to achieve ambitious Moonshot goals that solve issues facing future society. These are:

- Realisation of a society in which human beings can be free from limitations of body, brain, space, and time by 2050.
- Realisation of ultra-early disease prediction and intervention by 2050.
- Realisation of AI robots that autonomously learn, adapt to their environment, evolve in intelligence and act alongside human beings, by 2050.
- Realisation of sustainable resource circulation to recover the global environment by 2050.
- Creation of the industry that enables sustainable global food supply by exploiting unused biological resources by 2050.
- Realisation of a fault-tolerant universal quantum computer that will revolutionize economy, industry, and security by 2050.
- Realisation of sustainable care systems to overcome major diseases by 2040, for enjoying one's life with relief and release from health concerns until 100 years old.

The scoping study will identify areas of national priority to focus commercialisation effort. Given our aim is to commercialise research and achieve greater connection between university research and business, selected areas of national priority should align with areas of commercialisation opportunity and business need. The recent selection of priorities for the Low Emissions Technology Statement highlights one way to inform selection of Missions.

Example - Low Emissions Technology Statement

Australia's Technology Investment Roadmap is an enduring strategy to accelerate the development and commercialisation of new and emerging low emissions technologies. The selection process consisted of Government appointed an expert advisory panel which consulted with stakeholders and consolidated that feedback with expert advice in its advice to Government. Many technologies were presented to the panel but only five were selected as priorities, based on the following filters:

- Australia's comparative advantages
- Scale of economic benefit
- Technology readiness
- Abatement potential.

Within each technology, a 10-15 year stretch goal was identified. The statement is proposed to be updated each year.

The number of Missions to be supported, the size of the Missions, whether they should be supported by smaller targeted Challenges, the process of selection, and other design and governance elements should be considered in the scoping study.

Discussion questions

- a) Are Missions the appropriate priority-setting mechanism? Should they be accompanied by smaller, targeted Challenges?
- b) What criteria should be used to select Missions?
- c) Is Australian research sufficiently linked to demand? Where are the opportunities to link supply to demand?
- d) How can university researchers identify this demand?



2. Stage-gated Scheme design

The risks involved in the development and commercialisation of very early-stage scientific research are often too high for businesses to justify funding the necessary development. This gap, colloquially referred to as ‘The Valley of Death’, has been identified as a major barrier to commercialisation in Australia.¹⁷ This problem is not unique to Australia, with many Governments addressing this gap through providing funding for high-risk research.

Example - Canada’s Industrial Research Assistance Program (National Research Council)

Canada’s IRAP connects Canadian small and medium-sized businesses to financial assistance, advisory services and R&D experts to develop and commercialise technologies for market. The Accelerated Review Process (ARP) is designed to enhance market competitiveness of smaller firms through exploratory R&D projects tackling internal technical challenges. Research grants of up to \$CAD50k can be used for prototype engineering, feasibility studies for new services/products, or development of technologies to improve internal processes. This is supported by funding for mid-sized technology innovation projects of up to \$CAD10million to facilitate applied research and experimental development.

Example – United States’ SBIR program

In the USA, the Small Business Innovation Research program solves a common gap in commercialisation by helping SMEs identify business needs and supporting them to develop solutions through research collaborations. The program operates through a competitive, award-based program which includes three phases. The objective of Phase I is to establish the technical merit, feasibility and commercial potential of the proposed R&D, and Phase II may further invest in projects based on results achieved to date and the project’s ongoing scientific and technical merit, and commercial potential. Funding of up to US \$250k and \$750k can be received for Phase I and II, respectively. The objective of Phase III seeks to pursue commercialisation objectives, and no funding is provided. SBIR funds US\$2.6 billion of projects per year, with funding sourced from federal government agency investment. Over the first 30 years of the program, SBIR grants engendered 70,000 issued patents and supported the launch of almost 700 public companies, with those companies attracting approximately \$41 billion in subsequent venture capital investment.

While it is not expected that taxpayers should bear all risks of commercialising research endeavours, it is clear that Government-administered programs have an important role to de-risk research projects in the national interest. Specifically, by investing in research at Technology Readiness Level (TRL) 4-7,¹⁸ critical research can be accelerated to a stage where business and investors are more likely to be able to assess the potential for commercial opportunities and utilisation in their own settings. A Scheme to commercialise university research should fill a gap in the current research commercialisation landscape by funding translational research; progressing ideas from early-stage research into a product that shows proof of concept and viability for industry partnership and investment.

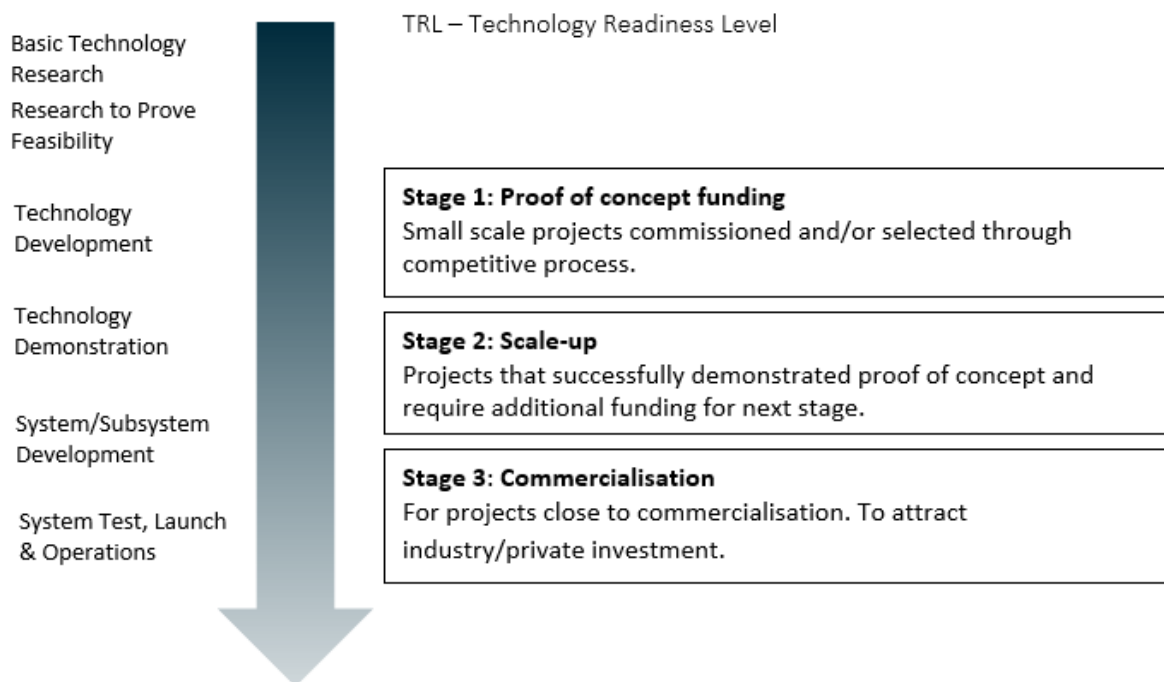
A stage-gated process like that used in the United States and Japan may be an appropriate model in the Australian context. To incentivise greater risk-taking and innovation, initial short-term funding (Stage 1) would be required for projects to demonstrate feasibility or proof of concept. Longer term funding would then be required for projects that have shown proof-of-concept and need to be

¹⁷ Innovation and Science Australia, *Australia 2030: prosperity through innovation*, 2017.

¹⁸ NASA, *Technology Readiness Level Definitions*.



scaled-up or further developed to sufficiently de-risk later investment (Stage 2). This “fast fail” funding mechanism would prioritise larger scale funding for the projects showing the greatest promise for commercialisation, supported through the Scheme’s governance arrangements. For projects to be successfully commercialised, substantial funding is often required. Funding mechanisms such as venture capital investment or contingent loans may be considered for Stage 3 of large-scale commercialisation funding. This is the stage that co-investment by businesses and private investors would be sought.



Discussion questions

- Is a stage-gated model suited for the purpose of the Scheme?
- What is the appetite from industry and private investors to participate in such a Scheme?
- How should any stage-gating process be defined to ensure any additional incentive is maximised?
- How should projects be selected?
- How should the success of projects be measured?

3. Incentives for Participation

The effectiveness of the Scheme will be influenced by broader incentives for businesses and universities such as those discussed in the ‘Barriers to university research commercialisation’ section, which should be considered in its design. Incentives and frameworks for participation can drive participation and behaviour that aligns with the Scheme’s objectives.

Example – Canada’s Strategic Innovation Fund



A Strategic Innovation Fund provides funding for large-scale, transformative and collaborative projects. It provides a \$1.26 billion investment over five years, with co-funding sought from applicants. The Fund offers financial contributions valued at up to 50 per cent of project costs. Applicants include Canadian businesses and non-profit organisations. Since the program's inception in 2017, 68,000 direct jobs have been created and maintained.

Example – NZ Pre-Seed Accelerator Fund

The Pres-Seed Accelerator Fund allows new ideas to be developed and proven (de-risked) to a stage where businesses and investors are more likely to be able to assess the potential for commercial opportunities. At least 50 per cent co-funding is required. This may come from research organisations or private sector contributions. A 10 year review of the Pre-Seed Accelerator Fund found that the government directly contributed about one third of investment, approximately 20 per cent was sourced from external investors (mostly private), and half was sourced from research organisations.¹⁹ Co-funding requirements for research organisations means they are incentivised to identify the best ideas to fund and the most efficient and effective pathway to commercial outcomes.

The current university system is incentivised to deliver and reward research excellence more than research commercialisation. To shift this emphasis, should existing incentives for commercialisation within a Scheme outweigh publication incentives? Should universities have “skin in the game” to provide an incentive for universities to identify the best ideas to fund and the most efficient and effective pathway to commercial outcomes?

While business and private investors might be willing to participate in the Scheme due to the de-risking of investment opportunities, they would also be expected to co-fund projects leading to commercialisation. Encouraging business participation in the Scheme may present a challenge if businesses do not have a clear line of sight to how such investment would raise their productivity.

Discussion questions

- What broader incentives influencing the business and university sectors may influence their participation in a Scheme?
- What would motivate businesses, universities or private investors to invest in this Scheme?
- Aside from co-funding, should universities or businesses have any additional requirements for participation?

4. Industry-university collaboration

A Scheme may drive broader culture change across the business and university sectors by enabling or incentivising industry-university collaboration. International models have enabled collaboration through co-location of facilities or incentivise collaboration through co-funding requirements.

Example – UK Catapult Network

The UK's Catapult Network bridges the gap between research and industry with physical centres that boast cutting-edge R&D infrastructure – including laboratories, testbeds and factories. With 40 locations across the UK, in major cities and regions, Catapult hubs have led to innovation across domains such as medicines discovery, high value manufacturing and satellite applications. Since 2013, Catapult has supported more than

¹⁹ Ridley Insight Ltd, *Pre-Seed Accelerator Fund Outcomes 10 Year Review*, 2014.



8,000 SMEs to collaborate and innovate across industry and with researchers and generated more than AUD\$1bn in R&D investment.

Barriers to industry-university collaboration include a lack of financial, time or workforce resources needed to collaborate, regulatory and intellectual property barriers, information asymmetry where businesses and universities are unaware of what they can offer each other, a lack of workforce skills to engage with sectors, and others.²⁰

As collaboration between sectors will be needed for the Scheme to be successful, consideration into how the Scheme will enable or support collaboration is needed. Broadly the Scheme will help incentivise collaboration through funding mechanisms, however other enabling factors may be needed. For instance, universities might consider rewarding researchers who have achieved success in industry-based commercialisation for academic promotions, encouraging greater mobility between sectors, as well as greater engagement. Part of the Scheme may support PhD students to undertake industry research to drive industry-university collaboration. The Scheme may consider how it may act as a broker between industry and university, reducing information asymmetry.

“Our government has invested more than \$10 billion in research and the people who power it. With that historic investment, we recognized that remaking Canada’s science and research culture is a huge and complex undertaking. The National Research Council’s commitment to creating connections between universities, industry, and researchers is helping us to make this shift, while at the same time, it’s creating the skills and training environments for the jobs of the future.”

- The Honourable Kirsty Duncan, Minister of Science and Sport

Discussion questions

- How may the Scheme incentivise or support better industry-university collaboration?
- Would an Industry PhD program help improve collaboration outcomes?
- Are there skills gaps in academia or business that inhibit collaboration or commercialisation?
- How can we increase collaboration between university researchers and industry, particularly amongst SMEs?

5. Governance arrangements

Governance arrangements must be carefully designed to support the key design elements of the Scheme, and so will very much be informed by the outcome of the above design elements. Who selects projects for funding, who selects Challenges, and the level of co-funding will all feed into a final governance model.

²⁰ Innovation and Science Australia, *Performance review of the Australian innovation, science and research system*, 2016.



Discussion questions

- a) What stakeholders should be involved, and where, in the governance arrangement?
- b) What type of Governance arrangement is best suited for the Scheme?
- c) How should projects be selected and managed?
- d) How can the Governance arrangement minimise administrative burden whilst also minimising risk?



Attachment A: Summary of discussion questions

1. Mission-driven research

- a) Are Missions the appropriate priority-setting mechanism? Should they be accompanied by smaller, targeted Challenges?
- b) What criteria should be used to select Missions?
- c) Is Australian research sufficiently linked to demand? Where are the opportunities to link supply to demand?
- d) How can university researchers identify this demand?

2. Stage-gated Scheme design

- a) Is a stage-gated model suited for the purpose of the Scheme?
- b) What is the appetite from industry and private investors to participate in such a Scheme?
- c) How should any stage-gating process be defined to ensure any additional incentive is maximised?
- d) How should projects be selected?
- e) How should the success of projects be measured?

3. Incentives for participation

- a) What broader incentives influencing the business and university sectors may influence their participation in a Scheme?
- b) What would motivate businesses, universities or private investors to invest in this Scheme?
- c) Aside from co-funding, should universities or businesses have any additional requirements for participation?

4. Industry-university collaboration

- a) How may the Scheme incentivise or support better industry-university collaboration?
- b) Would an Industry PhD program help improve collaboration outcomes?
- c) Are there skills gaps in academia or business that inhibit collaboration or commercialisation?
- d) How can we increase collaboration between university researchers and industry, particularly amongst SMEs?

5. Governance arrangements

- a) What stakeholders should be involved, and where, in the governance arrangement?
- b) What type of Governance arrangement is best suited for the Scheme?
- c) How should projects be selected and managed?
- d) How can the Governance arrangement minimise administrative burden whilst also minimising risk?



Pre-reading Material for 12:00pm Session: Where in the world do we belong
'Adress to Boao Forum for Asia Annual

Secretary General, Steve Howard, was invited to speak at a session of China's Boao Forum for Asia on 19 April 2021, on the topic of 'How Australia sees itself and its region'. Here is the text of his remarks.



Thank you to Madam Fu Ying and her centre at Tsinghua University. Thank you also to the Boao Forum, where I have attended and spoken on many occasions over the years.

Your question is about how Australia sees itself and its region – the contested term of 'Asia Pacific' versus 'Indo-Pacific'.

Let me make two points in my brief remarks:

- Where does Australia belong?
- The need for a new, global 'dialogue between civilisations'.

Where does Australia belong? My global view, looking in

Australia has had to be one of the most globally oriented of nations, a big island with a small population, relying for its development on an interconnected world view, on open borders to people - as an immigrant nation - and to trade and investment, for its economic prosperity.

Australia's cultural traditions are drawn mainly from the West, and have generally served Australia well, yet increasingly it lives in and engages with the East, for commerce and people to people exchange.

Australia is 'young', in terms of Western civilisation, and even younger in its understanding of and engagement with the East.

Historically, Australia was a colony of England and is only 120 years old as an independent nation, some would say for less than that time.

Australia has a strong and vibrant security alliance with the United States, forged over more recent decades.

China in recent years has become Australia's largest economic partner, by far, with strong economic complementarity between both nations.

In my opinion, Australia is at a crossroads, not quite sure where it fits in a world in flux, where the shifts in global economic and political power towards our neighbourhood are profound and lasting.

Related to this, Australians are only recently discovering that Australia is in fact home to one of the longest continuing civilisations on earth – one that is not Western, not Eastern, but unique.

Our indigenous peoples have lived on this big island for more than 40,000 years and they have much to teach fellow Australians, if we are willing to listen.

The issue of Australia's national identity, its national values, and its national interests, is very much a live conversation right now.

In fact, this is at the heart of the current work of the Global Foundation, and we will gather in Canberra for a national conversation to progress these central issues in a just a few weeks from now. This, in turn, should help to inform Australia's longer-term national strategy and Australia's engagement with the world.



It is my sincere hope that Australia will choose to be positive force, a soft bridge between the West and the East, a role it has played well from time to time in the past. It could choose to do so in the future, being more conscious of and respectful about its own ancient civilisation and other great civilisations, such as China and the East more generally, also building upon its continuing strengths with allies and other trading and investment partners.

In my own experience, China has welcomed Australia's contributions to its own challenges of engagement with the world, whether through official or unofficial channels, such as our Foundation.

The need for a new global 'dialogue between civilisations'

I have spoken in other places about the world order being somewhat broken and for the need to bring about fresh and deep conversations at the people-to-people level, as well as at official government levels.

The Global Foundation calls this the need for a **'global dialogue between civilisations'**,

which respects differences in traditions, cultures and histories and genuinely seeks to identify and promote co-operation on matters of common interest. This is the central work of my organisation.

One of the great patrons of the Global Foundation and a personal mentor of mine was a Jewish man called Dr Samuel Pisar, who survived the Holocaust of World War Two and went on to become a famous American lawyer and bridge-builder between the United States and Russia at the height of the Cold War. Samuel Pisar was later influential in Beijing securing the 2008 Olympic Games.

Although he came from a persecuted minority background, Sam Pisar rose above himself to pursue a higher level of the common good. He believed that it was possible to find more in common with the 'other' and to promote peaceful co-existence than official channels of the day would allow.

The world needs more men and women like Samuel Pisar who are brave and who will actively advance this dialogue between



The Global Foundation

Together, we strive for the global common good



**The Canberra
Roundtable**

14 May 2021

civilisations, where diversity and divergence are tolerated and even promoted, but finding 'win-win', common ground is the ultimate purpose of human interaction.

This in turn needs to become central to the *modus operandi* of governments and intergovernmental actions, to create an improved global order, one that is built upon a new understanding of the shifts in global power and one that recognises global *human* security - 'a better life for all' - is paramount.

In this regard, the recent agreement between China and the United States to work together and to potentially lead the

world on global climate change action, is a brilliant example of how great powers can embrace collaboration, not just competition, at the heart of their national and international strategies. Let's hope this and other examples will serve as pre-cursors to systemic changes in global governance that also reflect the need for global power-sharing.

It is my sincere hope that Australia too, as a middle power located in Asia, embraces anew a mentality that is relentlessly global. Australia can itself choose to do even more as an actor and a bridge-builder between other powers, into the future, to serve both its national interests and the global common good.

--- O ---

The Global Foundation
PO Box A64
Sydney South NSW 1235
Australia

ea@globalfoundation.org.au
T: +61 2 8267 5760

www.globalfoundation.org.au



Protocol at Government House, Yarralumla

Participants are reminded that dress code is 'lounge suit for men and day wear for women'.

Also, that punctuality is expected. Arrival at Government House is at 9am for 9:30am start and conclusion at 3pm.

Please be aware that parking is available in the grounds of Government House and that taxis (although not Ubers) are also allowed to enter the grounds.

In terms of addressing the Governor General and/or Mrs Hurley, the appropriate form of greeting is 'Your Excellency' or 'Your Excellencies'. After, it is appropriate to say: 'Governor General' or 'Mrs Hurley', or 'Sir' and 'Ma'am'.

Photography

To enable the Governor-General and Mrs Hurley to meet with as many guests as possible in the time available, it would be appreciated if individual posed photographs are not requested. However, guests are most welcome to take unposed photos with Their Excellencies.

Gifts

Although the offer of providing a gift to Their Excellencies is a thoughtful act, it is not required and we kindly request that gifts are not given to the Governor-General or Mrs Hurley.



The Global Foundation
Together, we strive for the global common good

Co-operative Globalisation



**The Canberra
Roundtable**

14 May 2021