



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




**alintaenergy**



## ***'The Energy Transition - Globally, in Australia and in Asia'***

 In-person roundtable, hosted by Alinta Energy in Melbourne & online

 Tuesday, 21 April, 2026

## ***'Together, we have agency'***

### **Outcomes Paper**

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## **'Together, we have agency'**

The Global Foundation convened its most recent Energy Transition Roundtable on 21 April 2026, bringing together a group of leaders from business, civil society, government and international institutions across Australia, Asia and globally. The roundtable was kindly hosted by Foundation Partner, Alinta Energy from its Melbourne offices.

The roundtable followed on from and brought together two threads of the Foundation's work over the past year or so, through its [Global Alliance of Partners and Allies](#), namely:

1. Our overarching 'State of the World' Roundtable discussions, notably the most recent edition held on 4 February 2026, for which the [Outcomes Paper may be accessed here](#); and
2. Our ongoing working group contributions to Australia's energy transition, most recently a hybrid in-person and online roundtable discussion held on 4 November 2025, 'State of Play: Our Global Alliance in Action', for which the [Summary Statement may be accessed here](#).

The Energy Transition Roundtable was held at a time of heightened global instability. The conflict in the Middle East has exposed the fragility of global energy systems, supply chains and market dynamics, reinforcing the interconnected nature of energy security, economic resilience and the transition to a lower-emissions future.

Against this backdrop, the discussion sought to move beyond immediate disruption, to better understand how the current moment might reshape the trajectory of the global energy transition, and how the Foundation's global alliance network can contribute to more coordinated and practical forms of action.

The discussion was conducted under the Chatham House Rule, enabling an open and candid exchange across perspectives.

Some remarks and links to relevant work by Partners and Allies were attributable and are identified in Appendix 3.

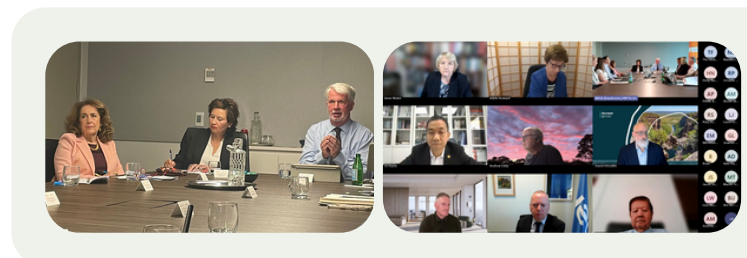
## **A transition under pressure – but not in retreat**

A clear signal from the discussion was that the current global energy shock is not derailing the transition but rather reshaping it.

Participants reflected that the crisis has brought into sharper focus the structural vulnerabilities associated with existing energy systems, particularly where supply chains are concentrated or exposed to geopolitical risk. In doing so, it has strengthened the long-term rationale for diversification, electrification and investment in cleaner and more resilient energy systems.

At the same time, it was recognised that in the near term, governments are being required to respond to immediate pressures around security and affordability. This has led to a re-weighting of priorities, with some short-term decisions appearing to sit in tension with longer-term transition goals.

What is emerging is not a reversal of the transition, but a more grounded and pragmatic phase, in which resilience, security and system stability are becoming central to how the transition is understood and delivered.



## From ambition to delivery

A consistent theme across the discussion was that **the primary constraint on progress is no longer ambition, but execution.**

While targets, commitments and strategies continue to evolve, the challenge now lies in delivering the transition at the scale and pace required.

Participants pointed to a range of structural constraints, including the complexity of infrastructure build-out, delays in transmission and grid development, supply chain limitations, and increasing pressure on project economics.

In this context, the transition is increasingly understood as a systems challenge, requiring alignment across policy, capital, infrastructure and community acceptance.

Increasingly, participants reflected on the need for better orchestration across the transition itself, bringing together different actors and parts of the system in a more cohesive and coordinated manner.

There was a strong recognition that progress will be determined not by the articulation of ambition, but by the capacity to translate that ambition into coordinated, investable and deliverable pathways.

### Rebalancing the energy trilemma

The discussion reinforced the enduring relevance of the **energy trilemma** – balancing security, affordability and sustainability – but noted that this balance has become more acute, particularly in light of TotalEnergies' '[Sustainability and Climate 2026 Progress Report](#)', released in late March 2026. This landmark document, framed around the theme of 'More Energy, Less Emissions', not only re-confirms the strategy that differentiates TotalEnergies from its peers, it also

serves to help re-define the wider conversation about the global energy transition, at a time when many in decision-making positions are at least uncertain about how to frame and address the future.

Energy security has moved sharply to the forefront of national agendas, while affordability pressures are shaping both political decision-making and public sentiment. At the same time, the imperative of decarbonisation remains unchanged.

Participants reflected that maintaining **social licence** for the transition will require greater attention to these competing pressures, particularly in ensuring that the transition is both economically viable and socially acceptable.

This also reinforced the importance of a **just transition**, ensuring that workers, industries and communities are not left behind as economies and energy systems continue to evolve.

In this environment, successful transition strategies will be those that are able to hold these tensions in balance, rather than prioritising one dimension at the expense of others.

### Australia's role in a shifting system

Australia was seen as relatively well-positioned in the current global context, with a stable energy system, strong resource endowments, and an important role in regional energy and supply chains.

However, this position is accompanied by a set of structural challenges. These include the continued role of gas in maintaining system reliability, the pace and coordination of transmission development, and the increasing complexity of securing investment in large-scale projects.

## Outcomes Paper

There was also recognition of the importance of maintaining public confidence in the transition, particularly as cost pressures and infrastructure impacts become more visible.

Participants also reflected on the need for greater attention to **decommissioning and transition planning** for legacy infrastructure and industries, including the implications for workers, communities and broader stakeholders associated with these shifts.

The discussion pointed to the need for a more coordinated approach across government, industry and the broader community, to move from policy ambition to practical, system-wide delivery.

### Asia and the reality of interdependence

A strong theme across the discussion was the central role of Asia in shaping the global energy transition. More than elsewhere, the current global energy shock is impacting – and will continue to impact – Asia severely over the medium term.

Participants emphasised that there is no single pathway, but rather a diverse set of national transitions, shaped by differing economic structures, energy systems and development priorities. At the same time, the scale of demand, investment and industrial capability across the region means that Asia will be decisive in determining global outcomes.

In this context, the notion of decoupling was widely seen as neither practical nor desirable. Instead, the discussion pointed to an emerging reality of deep and evolving interdependence, particularly across energy, capital, technology and supply chains.



This interdependence brings both risk and opportunity. It requires new forms of cooperation, as well as more effective mechanisms for managing shared vulnerabilities.

What is increasingly clear is that resilience will not be achieved through isolation, but through the better governance of interconnected systems.

### Mobilising for practical action

The roundtable reinforced the importance of the Global Foundation's role in convening a trusted network across sectors and regions and highlighted the opportunity to move from dialogue to more deliberate forms of mobilisation.

There was a shared recognition that the network is uniquely positioned to contribute to three areas of practical focus.

- The first is strengthening collaboration between Australia and Asia, particularly in areas such as energy systems, critical minerals, infrastructure and transition finance. This includes building deeper alignment between public and private sector actors, and supporting partnerships that can operate at scale.
- The second is advancing the delivery of the transition itself, including addressing barriers to investment, improving coordination across infrastructure systems, and sharing practical experience on project development and execution.
- The third is maintaining and strengthening social licence, recognising that public trust will be critical to sustaining momentum. This requires clearer communication of transition pathways, as well as more inclusive approaches to community engagement.

## Summary and wrap

The roundtable took place at a moment of uncertainty, but also of opportunity.

The global energy system is under pressure, and the path forward is becoming more complex. Yet the direction of travel remains clear, and in many respects, the current moment has sharpened both the risks of inaction and the necessity of change.

The central message from the discussion was clear:

***The energy transition will not be delivered by ambition alone, but through coordinated action across systems, sectors and regions.***

Critically, the Global Foundation believes that, together we have agency, through expanding and encouraging even closer alignment and action within our global alliance network.

An early priority for the Foundation will be to pursue a joined-up approach to closer collaboration on the energy transition between Australia and Asia, notably with Singapore, Malaysia and China. This will include continued engagement with regional partners and allies.

One such upcoming initiative is the [\*\*World Green & Sustainability Summit 2026\*\*](#) that will be hosted by Tan Sri Michael Yeoh and the KSI Strategic Institute for Asia Pacific, to be held in Malaysia on 25 May 2026.

In addition, Chinese Ambassador to Australia, His Excellency Mr Xiao Qian, will host the Foundation's Leadership Group in late May for discussions focused on Australia–China cooperation and Asian regional engagement across the energy transition.

## More on The Global Foundation



Learn more about our [\*\*Global Alliance\*\*](#)



Stay up to date with the work of the Global Foundation at [\*\*https://globalfoundation.earth\*\*](https://globalfoundation.earth)



Join the conversation: Contact Natalia Cikorska at [\*\*natalia.cikorska@globalfoundation.org.au\*\*](mailto:natalia.cikorska@globalfoundation.org.au)



## Related reading

[\*\*The 2025 'State of the World' Roundtable series\*\*](#) ✨

[\*\*The 2025 Annual Report of the Global Foundation\*\*](#) ✨

## Appendix 1 - Program & Agenda

### Opening Remarks

Alinta Energy Welcome Remarks

**Ms Sarah McNamara**, Executive Director of Corporate Affairs, Sustainability & Governance

Global Foundation Welcome Remarks

**Ms Louise Watson**, Chair

Roundtable Framing Remarks

**Mr Steve Howard**, Secretary General

### Global Energy Shock, Security and the Transition

*Moderator:* **Mr Steve Howard**, Secretary General, the Global Foundation

**Dr Brian Motherway**, Head of the Office of Energy Efficiency and Inclusive Transitions,  
International Energy Agency (IEA)

**Ms Karine Boissy Rousseau**, SVP Sustainability & Climate, TotalEnergies

**Dr Lei Yang**, Research Professor and Deputy Dean, Institute of Energy

**Mr David Higgins**, Head of Division International Climate and Energy, Department of  
Climate Change, Energy, the Environment and Water, Australian Government

### Australia's Progress, Pressures and Priorities

*Moderator:* **Ms Sharan Burrow AC**, Member of the Board, the Global Foundation

**Ms Sarah McNamara**, Executive Director of Corporate Affairs, Sustainability & Governance, Alinta Energy

**Ms Louisa Kinnear**, CEO, Australian Energy Council (AEC)

**Mr Michael Wright**, Chief Executive Officer & Executive Chair, Thiess Group

### Asia's Role in the Changing Energy Landscape

*Moderator:* **Mr Steve Howard**, Secretary General, the Global Foundation

**Dr Erik Berglof**, Chief Economist, Asian Infrastructure Investment Bank (AIIB)

**Tan Sri Dr Michael O.K. Yeoh**, President, KSI Strategic Institute for Asia Pacific & Vice Chair of the United  
Nations ESCAP Sustainable Business Network (ESBN) Executive Council

**Prof Hu Bin**, Associate Professor & Director, Research of Global Climate Governance, Institute of Climate  
Change and Sustainable Development, Tsinghua University, China

### Summary and Wrap

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

**Ms Sarah McNamara**, Executive Director of Corporate Affairs, Sustainability & Governance

**Ms Sharan Burrow AC**, Member of the Board, the Global Foundation

## Appendix 2 - Participant list

### Host

**Mr Jeffery Dimery**, Chief Executive Officer, Alinta Energy

**Ms Sarah McNamara**, Executive Director of Corporate Affairs, Sustainability & Governance, Alinta Energy

### The Global Foundation leadership

**Ms Louise Watson**, Chair of the Board

**Ms Sharan Burrow AC**, Member of the Board

**Mr Steve Howard**, Secretary General

### Participants

**Mr Nick Baker**, Managing Partner, Projects, Energy and Infrastructure, Herbert Smith Freehills Kramer

**Mr Yuvan A. Beejadhur**, Senior Adviser to the Director-General, World Trade Organisation (WTO)

**Dr Peter Benyon**, Australian Market Leader – Power, GHD

**Dr Erik Berglof**, Chief Economist, Asian Infrastructure Investment Bank (AIIB)

**Prof Hu Bin**, Associate Professor & Director, Research of Global Climate Governance, Institute of Climate Change and Sustainable Development, Tsinghua University, China

**Ms Karine Boissy-Rousseau**, SVP Sustainability & Climate, TotalEnergies

**Mr Wenbing Chen**, Minister-Counsellor, Embassy of the People's Republic of China in Australia

**Ms Natalia Cikorska**, Chief of Staff, The Global Foundation

**Ms Adie Dawes-Birch**, Co-Founder, The Lewin Index, Partner, Twiga Group

**Mr Andrew Eddy**, Individual Member, The Global Foundation

**Mr Mike Fitzpatrick AO**, Director, Squitchy Lane Holdings Pty Ltd

**Mr Robert Hadler**, Individual Member, The Global Foundation

**Ms Sandra Hanni**, Head of Climate Policy, International Chamber of Commerce (ICC)

**Mr David Higgins**, Division Head, International Climate and Energy, Department of Climate Change, Energy, the Environment and Water, Australian Government

**Sr Adele Howard RSM OAM**, Advisor, Eco-Theology

**Mr Francois Issard**, International Energy Advisor and Board Member, Asia Centre, Paris

**CLlr Laura Jones**, Deputy Mayor, Kidwelly Town Council, Wales

**Amb Stephen Jones**, Permanent Representative of Australia to the OECD

**Ms Louisa Kinnear**, Chief Executive Officer, Australian Energy Council

**Ms Kylie Lane**, Corporate Partner and Board Member, Ashurst

**Mr Graeme Liebelt**, Former Chairman, The Global Foundation

**Mr Brian Loughnane AO**, Former Board Member, The Global Foundation

**Mr Andrew McKellar**, Chief Executive Officer, Australian Chamber of Commerce and Industry

**Dr Mathilde Mesnard**, Deputy Director & OECD Co-ordinator for Climate and Green Finance for the Environment Directorate, OECD

**Mr Afzal Mohsin**, Corporate Affairs & Sustainability - APAC, Vale International S.A. (Malaysia Branch)

**Dr Brian Motherway**, Head of Office, Energy Efficiency and Inclusive Transitions Office, International Energy Agency (IEA)

**Ms Eliza Murray**, Deputy Chief Executive Officer, Climate Change Authority

**Ms Anna Park**, Senior Manager, Climate Analysis & Policy, Reserve Bank of Australia

**Prof Riccardo Pozzo**, Professor of Philosophy, Tor Vergata University of Rome

**Ms Ranj Samrai**, Individual Member, The Global Foundation

**Ms Vicky Sins**, Head of Programme - Planet, World Benchmarking Alliance

**Prof John Thwaites AM**, Professor of Practice in Sustainability, Monash Business School

**Mr Martin Tiffen**, Managing Director, TotalEnergies Australia

**Ms Samantha Tough**, Pro Vice-Chancellor Industry and Commercial Development, University of Western Australia

**Mr Shaun Treacy**, Honorary Advisor, The Global Foundation

**Ms Anne Walsh**, Individual Member, The Global Foundation





















**Dr Lola Woetzel**, Managing Partner, Global6

**Mr Michael Wright**, Chief Executive Officer & Executive Chair, Thiess Group

**Dr Lei Yang**, Research Professor and Deputy Dean, Institute of Energy at Peking University, China

**Tan Sri Dr Michael O.K. Yeoh**, Vice Chair of the United Nations ESCAP Sustainable Business Network (ESBN) Executive Council, President, KSI Strategic Institute for Asia Pacific

## Appendix 3 - Attributable remarks and relevant work by our Partners and Allies

<b>The Global Foundation</b> Ms Louise Watson		<a href="#"><u>The Energy Transition Roundtable - welcoming remarks - Ms Louise Watson</u></a>
<b>Alinta Energy</b> Ms Sarah McNamara		<a href="#"><u>The Energy Transition Roundtable - opening remarks - Ms Sarah McNamara</u></a>
<b>The Global Foundation</b> Mr Steve Howard		<a href="#"><u>The Energy Transition Roundtable - framing remarks - Mr Steve Howard</u></a>
<b>TotalEnergies</b>		<a href="#"><u>TotalEnergies' 2026 Sustainability and Climate Report</u></a>
		<a href="#"><u>Energy resilience and sovereignty is a defining moment for Australia's transition</u></a>
<b>GHD</b>		<a href="#"><u>Kuranda Weir recovery: Restoring renewable energy after Cyclone Jasper</u></a>
		<a href="#"><u>Powering the Pilbara with the Port Hedland solar and battery project</u></a>
<b>KSI Strategic Institute</b> Tan Sri Dr Michael O.K. Yeoh		<a href="#"><u>The Energy Transition - remarks - Tan Sri Dr Michael O.K Yeoh</u></a>
		<a href="#"><u>World Green Sustainability Summit 2026</u></a>
		<a href="#"><u>How governments can best support consumers during this energy crisis</u></a>
<b>International Energy Agency (IEA)</b>		<a href="#"><u>Global energy review 2026</u></a>
		<a href="#"><u>2026 Energy Crisis Policy Response Tracker</u></a>
<b>Climate Change Authority</b>		<a href="#"><u>Decarbonisation deals: A proposed COP Negotiations Presidency initiative</u></a>
<b>Australian Energy Council</b>		<a href="#"><u>Vision for the future energy system - National Electricity Market full report</u></a>
		<a href="#"><u>Vision for the future energy system - National Electricity Market short form report</u></a>
<b>Asia Centre, Paris</b> Arnaud Leveau		<a href="#"><u>Asia Trends #12 – Spring 26   Between rivalries and autonomies: the strategic recomposition of Asia. From the Korean Peninsula to the Indian Ocean, new logics of power.</u></a> (French & English translation)
<b>World Benchmarking Alliance</b>		<a href="#"><u>Advancing corporate transition planning to enable a fossil free future</u></a>
<b>Peking University, China</b> Dr Lei Wang		<a href="#"><u>From Supply Anxiety to Demand Side Resilience</u></a>
<b>Mercy Eco Communications</b> Sr Adele Howard RSM OAM		<a href="http://ecocommunications.org/"><u>http://ecocommunications.org/</u></a>
<b>Tor Vergata University of Rome</b> Prof Riccardo Pozzo		<a href="#"><u>China's Spiritual Humanism</u></a>