



European Australian Business Council

Annual Report 2024-2025



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01. Chair's Report

My role as Chair of the European Australian Business Council (EABC) continues to be a great honour and privilege. The past year has been one of momentum and renewal for the Council, as we strengthened our engagement with both Australian and European partners and advanced our mission to deepen business, trade, investment, and innovation ties between our regions.

I extend my sincere thanks to **Deputy Chair Vicki Thomson**, whose leadership and contribution to the work of the Council continue to be invaluable as we expanded our policy work and enhanced our advocacy across priority pillars of the relationship. This has included a focus on deepening knowledge trade routes and R&D collaboration and investment as critical drivers of productivity, security, and socioeconomic prosperity.

In October, we were delighted to welcome **Hon Brendan O'Connor** as a **Deputy Chair**, joining myself and Vicki in leadership of the Council's Board. Brendan brings exceptional experience and a deep understanding of the Australian policy landscape from his distinguished parliamentary and ministerial career, which spanned more than two decades. He served seventeen years on the frontbench, including in the Rudd, Gillard, and Albanese Governments, holding senior portfolios including Employment and Workplace Relations; Skills and Training; Home Affairs; Immigration and Citizenship; Defence; Industry; Science; and Small Business.

Brendan's record of achievements in government is significant and enduring, particularly in supporting small business; enacting reforms to build the skills Australia needs now and into the future; and laying the foundations for a new industrial policy - the Future Made in Australia agenda.

I would also like to take this opportunity to welcome **Jade Dixon**, Sydney Managing Partner of PwC Australia, who will take up the role of **Treasurer** of the Council. Jade brings deep financial and professional expertise and a strong commitment to the mission of the EABC. I thank her for stepping into this vital position and look forward to her contribution as we continue to strengthen the Council's governance and financial position.

The Council's strength lies in the active engagement of its membership - leaders from across industry, academia, and government - working together to promote Australia's economic and strategic partnership with Europe. Europe as a region, encompassing the twenty-seven nations of the European Union, the United Kingdom, Switzerland, Norway, and others, remains Australia's largest economic partner. Two-way trade now exceeds **A\$155 billion** annually, with total investment exceeding **A\$3.7 trillion**. These figures underscore both the depth of our relationship and the scale of opportunity before us.

The Council remains focused on securing a **comprehensive and ambitious EU-Australia Free Trade Agreement (FTA) as the cornerstone and launchpad for modern bilateral relations**. The EABC will continue to advocate strongly for conclusion, working closely with government and industry partners to resolve the remaining issues and to deliver a framework that is fit for the 21st century and reflects our shared values and the interests of businesses and consumers in both markets.



01. Chair's Report

We welcome the reinvigoration of high-level FTA discussions this year, alongside positive momentum on key EU-Australia initiatives to enliven opportunities in strategic sectors – from the launch of exploratory talks on Australia's potential association to the EU's €95.5 billion research and innovation programme, **Horizon Europe**, to the agreement to negotiate a new-age **Security and Defence Partnership**, and the rollout of the **Strategic Partnership on Sustainable Critical Raw Material Value Chains**.

Europe's pivot towards greater self-reliance in defence, symbolised by the appointment of the first European Commissioner for Defence and Space, signals new opportunities for European and Australian defence industry collaboration—particularly in advanced manufacturing, technology, and defence innovation. The **ReArm Europe Plan/Readiness 2030** will enable EU Member States to mobilise up to **€650 billion** from national budgets for investment in defence and resilience over four years, and access to a further **€150 billion** through the **Security Action for Europe** (SAFE) loan instrument.

During the year, the I was delighted to lead another highly successful annual **Business Mission to Europe**, this year visiting **Vienna, Brussels, and Warsaw**, with additional engagements in **Paris, Frankfurt, and London**. The mission brought our members together with key European stakeholders for high-level dialogue, networking, and advocacy on Australian business interests in Europe.

The Mission took place at a pivotal moment for Europe, coinciding with the NATO Leaders' Summit in The Hague and set against a backdrop of the ongoing conflict in Ukraine, shifting geostrategic dynamics, and a deteriorating risk environment. During each of our meetings - across government, international institutions, and with university and private sector leaders - the themes of **international competitiveness, strategic autonomy, the importance of marrying climate ambitions with economic growth, and bolstering preparedness and security in all its dimensions** shone through.

Crucial to this agenda, is of course diversifying and deepening cooperation with trusted and predictable partners, who fundamentally see the world in the same way. The **EU Ambassador to Australia, HE Mr Gabriele Visentin**, and I have since shared our reflections from the trip with Council members, governments, and in the media - emphasising the growing urgency and imperative for like-minded travellers, like the EU and Australia, to leverage our complementary strengths, walk the talk on free and fair trade, and buttress the rules-based order upon which our economic growth and wellbeing has been built.

Australia and Europe's shared prosperity and security depend on collaboration - in trade, energy transition, defence, digital innovation, and critical value chains. The EU's ongoing efforts to bolster technological and industrial sovereignty, security, and competitiveness, alongside Australia's focus on building economic dynamism, value-adding industries, and future resilience, create a unique window to transform shared values into shared progress.

I would also like to acknowledge and thank our **CEO Jason Collins** and our **dedicated team** for their exceptional work in delivering another highly productive year. The effective output and achievement of this small hard-working team is frequently commented on by our members. The executive team's stewardship of the Council's activities both at home and abroad continues to strengthen the voice of Australian business in Europe and European business in Australia and to ensure that our members are well informed and connected to key decision-makers.

Finally, I extend my thanks to all our **members, partners, and supporters**. Your engagement and confidence in the mission of the EABC are what make our work possible. In a world facing profound economic, technological, and geopolitical shifts, the partnership between Europe and Australia has never been more important. I look forward to working with you all as we continue to advance our collective interests in 2026 and beyond.



Duncan Lewis AO DSC CSC

Chair, European Australian Business Council



02. CEO'S Report

In 2025 we have held a record number of engagements, our footprint has expanded across Australia, and our policy and advocacy work has delivered real impact and results.

Unusual as it was, a quote often attributed to Vladimir Lenin was referenced earlier this year at an EABC Forum. The quote, "There are decades where nothing happens; and there are weeks where decades happen" rather accurately describes the dramatic shifts that have occurred in a short period of time. Whether it be the upending of global trade marked by the supposed 'Liberation Day', the reversal of the German fiscal 'debt brake,' the creation of a common European mechanism for defence procurement, and the rapid onset of Artificial Intelligence, transformative change is indeed happening fast.

The mission of EABC remains clear, and as relevant today as in 1999, the year in which the Council was formed. **Europe remains an indispensable economic partner for Australia, with growing significance in an increasingly fractured and fractious world.** The potential for the relationship to grow is only constrained by increasingly outdated frameworks by which the business and institutional relationship is governed.

On a positive note, some very good progress is being made.

In April 2024 at a high-level EABC Business Forum in Sydney, Climate Change and Energy Minister Hon Chris Bowen MP and European Commissioner for Energy Kadri Simson, released their joint statement for **intensifying cooperation between Europe and Australia on energy and climate change**, and reaffirmed their "unwavering commitment" to implementing the Paris Agreement, and "accelerating the global clean energy transformation".

In May 2024 the EU and Australia inked a **bilateral partnership to cooperate on building sustainable critical and strategic mineral value chains**. As Europe seeks to diversify supply chains for the raw materials necessary for the green and digital transitions, Australia needs investment and commercial agreements to supply European industry. A high-level delegation from the European Union on critical minerals joined with EABC members a few weeks ago to discuss opportunities that are being realised by this agreement, and earlier this week, the European Investment Bank – the world's largest multilateral lender – signed an agreement with the Australian Government to further strengthen this partnership.

In September, Industry and Science Minister Hon Tim Ayres MP made the welcome announcement that the **Australian Government would commence exploratory talks with the European Commission to join Horizon Europe**, the world's largest research programme with a €95.5 billion funding envelope (and likely to double in size in the next EU budget cycle). Consistent advocacy by our Major Partner The Group of Eight, supported by the EABC and others, has opened the door to this potentially game-changing new global platform for Australian industry,

researchers, and innovators.

At the International Astronautical Conference in September, Minister Ayres also announced the commencement of negotiations for a **Cooperation Agreement between Australia and the European Space Agency**, establishing a formal mechanism for Australian businesses and researchers to access European space science programmes and missions.

Dialogue is also underway on a **new Security and Defence Partnership between Australia and the European Union**.

The EABC has also advocated for the removal of barriers to investment, for greater regulatory cooperation and coherence, recognition of standards, of skills and qualifications. On the investment side we welcome the visit of the Croatian Deputy Prime Minister and Finance Minister to sign a long-awaited Double Taxation Agreement – one of several EU Member States who have long sought such a critical piece of economic infrastructure to allow investment and commercial activity to flow.

Last year I reported to our Annual General Meeting that **time is of the essence for the political leadership of Australia, the European Union, and EU Member States to deliver on their commitments to economic security by finalising the EU-Australia Free Trade Agreement**. In June 2018, the EABC hosted the then European Commissioner for Trade, Cecilia Malmström, at a special event in Sydney to mark the launch of negotiations. Seven years later, with interruptions due to COVID and AUKUS, the deal stands ready to be done.

Later this week, the current European Commissioner for Trade and Economic Security, Maroš Šefčovič, will visit Melbourne for bilateral talks, and to discuss cooperation between the European Union and the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), hosted and chaired by Australian Trade and Tourism Minister Senator the Hon Don Farrell. Time is still of the essence. **With renewed momentum, a current political window, and multiplying threats to both partners economic security and future prosperity, Europe and Australia need to get this deal done.**

We look forward to hosting Commissioner Šefčovič with our members in Melbourne later this week.

In addition to our advocacy on these topics, the EABC has once again presented a comprehensive programme of **over seventy business roundtables, delegations, and other activities around Australia, in Brussels, and in other European capitals** during our annual Business Mission programme. These activities bring our members together with the individuals and institutions responsible for policy and decision-making across a broad range of

02. CEO'S Report

issues and industry sectors, which are detailed through this report.

Policy themes in addition to the broad trade and investment agenda include climate change and energy policy (from the renewable energy sector to climate-related reporting obligations), productivity and international competitiveness, infrastructure, defence and security, banking and finance, AI and cybersecurity, technology and innovation, migration and skills, taxation, and many others.

In addition, we have hosted many visiting European ministers, parliamentarians, senior officials, international institutions, and business delegations – at the European Union level, from EU Member States, and European countries outside of the EU. A particular highlight was to host NATO's Assistant Secretary General for Political Affairs and Security Policy late last year, and the Assistant Secretary General for Defence Industry, Innovation, and Armaments earlier this year – signifying the increased level of engagement by NATO with Australia, and Indo-Pacific partners.

The Council enormously appreciates the strength of our relationships with European and Australian official agencies and diplomatic missions which underpins our ability to engage with these visitors, and to collaborate on other activities and initiatives. The **Delegation of the European Union to Australia** and the **Australian Embassy in Brussels**, and **Austrade**, are indispensable partners, and our thanks to EU Ambassador **HE Mr Gabriele Visentin** and Australian Ambassador **HE General (Rtd) Angus Campbell AO DSC**, and their respective teams, for another year of excellent cooperation.

Together with the EU Delegation to Australia we have held many sessions bringing together European Ambassadors (including our recent Ambassadors Dinner in Brisbane), European Economic and Commercial Counsellors, and the network of European Chambers of Commerce in Australia are both valued colleagues and partners for cooperation and collaboration as well.

The EABC's ongoing success is only made possible by the commitment of our **member organisations** who provide the essential financial and other support towards EABC's activities. The support and participation of globally-leading organisations, both Australian and European, is fundamental to our success as a business council, and our ability to meaningfully engage with the key individuals and institutions shaping the business environment.

In addition to our thanks to government agencies and diplomatic missions, we highly value our relationships with peak business and industry organisations, including the **Australian Chamber of Commerce and Industry**, **Australian Industry Group**, the **Business Council of Australia**, and many others; and also with **BusinessEurope**, headquartered in Brussels, and other peak business and industry associations across Europe.

This year we have also continued to deepen our cooperation with State Government Departments and Agencies, in particular with our partner **Investment NSW**, and informal partnerships with Global Victoria and Trade & Investment Queensland. Brisbane will continue to be a focus for an expanded programme in Queensland, and we look forward to our ongoing engagement with the Queensland Government, the City of Brisbane, and other partners as we continue to build our presence and range of activities.

The Secretariat team sincerely thanks our Chair **Duncan Lewis AO DSC CSC**, Deputy Chairs **Vicki Thomson** and **Professor the Hon Brendan O'Connor**, our Treasurers **Adam Lai** and **Jade Dixon**, and all members of the EABC Board and Corporate Council for their leadership and ongoing support.

Finally, our talented and incredibly dedicated team continues to excel and outperform and break new ground. To all our team members: **Jo Johns, Caragh Heugh Johnson, Carolina Romero, Manon Koopman, Sarah Kostoglou, Gigi De Leon**, and **Irene Latoa** – thank you for another exceptional year.

Over the coming twelve months will continue to seek to break new ground, to advocate for outstanding and emerging issues, and to leverage the important new momentum created this year. We look forward with enthusiasm and excitement to working with all our members and partners in the year ahead.



Jason Collins

CEO, European Australian Business Council



03. Financial Report 2024-2025

STATEMENT OF INCOME & EXPENDITURE AT 30 JUNE 2025

FY25 has seen a small surplus result from a break-even result in FY24. Total income for the year was \$1,765k (FY24: \$1,597k) and total expenses for the year were \$1,725k (FY24: \$1,597k). The result was a surplus for the year of \$40k (FY24: 1k). Stable membership renewals, new member revenues, and cost controls have achieved this modest surplus result.

FINANCIAL RESULTS AT 30 JUNE 2025

Following a flat bottom line FY24, the past financial year saw attention on securing revenue by expanding membership as well as management of costs. Increased travel costs have been associated with participation in ministerial visits, delegations and ongoing advocacy efforts and activities across expanding centres of operation. Significant efforts have been made to retain existing memberships, and new memberships secured in FY25 will flow through as revenue in FY26.

STATEMENT OF FINANCIAL POSITION AT 30 JUNE 2025

Cash at Bank was \$1,027k (FY24: 561k) with total receivables of \$697k (including membership invoices raised in June 2025 for FY26 - with a corresponding entry of \$986k as 'Deferred Revenue'). Deferred income and accrued expenses are recorded in the report as a result of business mission activity outside of the reporting period and membership fees received in advance. Total members funds as at 30 June 2025 were \$546k (FY24: 506k).

AUDIT

BDO has undertaken the audit and preparation of the EABC financial report for FY25. An unqualified audit report was approved by Directors for presentation to members at the Council's Annual General Meeting on 19 November 2025.

DIRECTORS' REPORT FOR THE PERIOD ENDED 30 JUNE 2025

The Directors of the European Australian Business Council Limited (EABC/the Council) present their report for the period 1 July 2024 to 30 June 2025.

The principal activities of the EABC during the 12 month period to 30 June 2025 were unchanged, and include the presentation of a programme of business roundtables, policy fora, briefings, meetings, delegations and other activities for our members and partners.

The net surplus for the year was \$40k (2024: surplus \$1,495).

The better result achieved in the current reporting year was mainly due to higher membership revenue from new and renewing members.

DIRECTORS' DECLARATION FOR THE PERIOD ENDED 30 JUNE 2025

In the directors' opinion:

- the attached financial statements and notes comply with the Australian Accounting Standards - Simplified Disclosures, the Australian Charities and Not-for-profits Commission Act 2012 and associated regulations, the Corporations Regulations 2001 and other mandatory professional reporting requirements;
- the attached financial statements and notes thereto give a true and fair view of the company's financial position as at 30 June 2025 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of directors made pursuant to Australian Charities and Not-for-profit Commission Act 2012 (ACNC Act).

This report has been made in accordance with a resolution of directors.



Duncan Lewis AO DSC CSC
Chair, EABC



Vicki Thomson
Deputy Chair, EABC

19 November 2025

03. Financial Reports 2024-2025



INDEPENDENT AUDITOR'S REPORT

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of European Australian Business Council (the Entity), which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including material accounting policy information, and the declaration by those charged with governance. In our opinion the accompanying financial report presents fairly, in all material respects, financial position of the Entity as at 30 June 2025 and of its financial performance for the year ended on that date in accordance with Australian Accounting Standards - Simplified Disclosures.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the Financial Report section of our report. We are independent of the Entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of management and those charged with governance for the Financial Report

Management is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Simplified Disclosures and for such internal control as management determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report. A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website

(<http://www.auasb.gov.au/Home.aspx>) at:

http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of our auditor's report.

BDO Audit Pty Ltd

A handwritten signature in black ink that reads 'Leah Russell'.

Leah Russell

Director

Sydney 19 November 2025

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04. Programme Highlights 2024-25

EABC 2024 AGM and Reception, 12 November 2024, Sydney

We were delighted to welcome the Premier of New South Wales, the **Hon Chris Minns MP**, to deliver a special address to the AGM in 2024. Premier Minns expressed his commitment to ensuring that NSW continued to be an attractive destination for European companies and for Australian exporters to Europe by working in partnership to deliver sustainable economy prosperity to both regions. The AGM Reception which followed included addresses from our parliamentary host the **Hon Ben Franklin MLC**, President of the Legislative Council, the **Hon Greg Piper MP**, Speaker of the Legislative Assembly, and guest of honour **Senator the Hon Don Farrell**, Federal Minister for Trade and Tourism, and Special Minister of State. Minister Farrell highlighted the strong historical and cultural partnership between the EU and Australia, emphasising the vast number of economic opportunities available to further deepen collaboration. He reiterated his commitment to concluding a mutually beneficial EU-Australia free trade agreement and fostering greater cooperation across strategic pillars of the relationship, from energy and critical minerals, to R&D and innovation, as well as joint efforts to uphold the rules-based international order.

John Lonsdale PSM, Chair, APRA, 25 November 2025, Sydney

It was a great pleasure to host John Lonsdale, Chair of the Australian Prudential Regulation Authority, for a boardroom discussion on the importance of financial and operational resilience in a time of geopolitical volatility, economic uncertainty, and rapid technological change. Mr Lonsdale highlighted the importance of defending the rules based international order and maintaining Australia's expansive international trade and investment ties, and access to capital markets, while seeking to better understand and prepare for geopolitical shocks which may spill over into the financial system.

Ambassador Boris Ruge, Deputy Secretary-General, North Atlantic Treaty Organisation (NATO), 9 December 2025, Sydney

The EABC was delighted to have Ambassador Boris Ruge, NATO Assistant Secretary General for Political Affairs and Security Policy, join us for an important discussion during his visit to Australia. The roundtable provided a valuable opportunity to share insights and lessons from various theatres of conflict and crisis, and the opportunities and barriers facing intensified cooperation to address shared security challenges. In particular, the discussion focused on levers to increase defence and aerospace industry coordination to improve interoperability; drive the development of new joint advanced capabilities; and enable the scale-up of industrial production capacities, including to facilitate joint efforts to support Ukraine.

EABC Delegation to Brussels, 3-7 February 2025, Sydney

In the first week of February, EABC Chair Duncan Lewis AO DSC CSC and EABC CEO Jason Collins visited Brussels and Paris for a series of meetings with the new European Commission, European Parliament, Australia's Heads of Mission in London, Berlin, Paris and Brussels, and other key stakeholders. The visit aimed to establish new, and to deepen longstanding, relationships, while underlining the importance of enhanced bilateral cooperation in an increasingly complex and uncertain geopolitical environment. It also provided the important opportunity to continue to build the programme for the EABC's 2025 Business Mission to Europe this June.

Business Forum, Reception, and Boardroom Dinner, 12 February 2025, Sydney

For the official launch of the EABC's 2025 programme, we were pleased to host a number of activities during the visit of **Maria Martin-Prat**, Deputy Director-General, European Commission Directorate-General for Trade and Economic Security. We were delighted to also welcome NSW Minister for Industry and Trade **Hon Anoulack Chanthivong MP**, President of the NSW Legislative Council **Hon Ben Franklin MLC**, and members of Deputy Director-General's accompanying delegation to Sydney, including EU Ambassador to Australia, **HE Mr Gabriele Visentin**, and EU-Australia FTA Chief Negotiator, **Christophe Kiener**. Our events followed the inaugural EU-Australia Strategic Trade, Investment and Economic Dialogue in Canberra. The dialogue, established under the EU-Australia Framework Agreement, is a welcome annual high-level mechanism to engage on strategic trade priorities, bilateral trade opportunities, and the expanding economic security agenda.

Kurt Vandenberghe, Director-General for Climate Action, European Commission, 21 February 2025, Sydney

The EABC welcomed the opportunity to host Kurt Vandenberghe, EU Director-General for Climate Action ahead of the release of the EU's highly anticipated Clean Industrial Deal. The Director-General joined the EABC for a valuable dialogue during his visit to Australia on the EU's ambitious plans to reframe its decarbonisation strategy into a modernisation agenda - driving economic growth, competitiveness, resilience and future clean tech industries, while accelerating the transition to a carbon-neutral and circular economy.



04. Programme Highlights 2024-25

Hon David Coleman MP, Shadow Minister for Foreign Affairs, 28 February 2025, Sydney

The EABC welcomed the opportunity to host recently appointed Shadow Minister for Foreign Affairs Hon David Coleman MP for a discussion on the Coalition's key foreign, economic & security policy priorities ahead of the federal election. Participants discussed the urgency of strengthening our strategic relationships with European partners during a period of significant geopolitical volatility, including finalising the long-overdue FTA with the EU, as well as ensuring the effective implementation of the AU-UK FTA and AUKUS.

EABC International Women's Day Business Forum, 6 March 2025, Sydney

We are most grateful to EABC Board Member and ING Australia CEO, **Melanie Evans**, for once again co-hosting this annual event. This year's UN International Women's Day theme, 'March Forward', provided an opportunity to examine the pathways to achieving equal participation in the economy to drive future productivity, innovation and prosperity. We were delighted to be joined by AEMO Chair **Professor Mary O'Kane AC** for a keynote address, followed by a fireside chat with Melanie Evans, and a panel discussion with speakers including Head of Strategy & Innovation for Ericsson, **Sarah Goss**, and Human Resources Director for ACCIONA Energy, **Jane Campbell**, and EABC Corporate Council Member **Hon Dr Annabelle Bennett AC SC**.

EABC Annual Federal Budget Dinner, 25 March 2025, Sydney

In the leadup to a tightly contested federal election it was a great pleasure to be back at Parliament House for our annual Federal Budget Dinner, co-hosted by National Australia Bank. We welcomed several Ministers and Shadow Ministers who provided participants with an update on their portfolio priorities, including **Senator the Hon Don Farrell MP**, **Hon Madeleine King MP**, **Hon Julie Collins MP**, **Hon Patrick Gorman MP**, **Hon Dr Andrew Leigh MP**, **Senator James Paterson**, and **Hon Kevin Hogan MP**. Our esteemed panel, who dissected the political economic, and sector-specific elements of the Budget package included EABC Corporate Council Members **Kate Carnell AO**, the **Hon Andrew Robb AO**, and **Angus Trigg**, SECNewgate Managing Partner.

Allegra Spender MP, Federal Member for Wentworth, 1 April 2025, Sydney

The EABC was delighted to welcome Allegra Spender MP for an important discussion in the lead up to the 2025 Federal Election. The session provided the opportunity to discuss the outlook for economic reform in Australia; key challenges and opportunities facing business and industry; and the priority actions Australia must take to face a changing geopolitical and economic landscape. In this regard, Ms Spender highlighted the urgency of investing in Australia's economic competitiveness and drivers of productivity, defence and security, relations with predictable and likeminded international partners, and preserving the social contract.

Sir Lynton Crosby AO, Co-Founder and Executive Chairman, CT Group, 1 May 2025, Sydney

The EABC welcomed the opportunity to be joined by Sir Lynton Crosby AO, Co-Founder and Executive Chairman of CT Group, for a timely discussion on the dynamics shaping the Australian and international political landscape and defining the course of 2025 Australian Federal Election. Held on the eve of the federal election, the discussion delved into how these global and domestic forces are influencing the priorities of political contenders, their campaign strategies, and ability to effectively cut through to persuade voters. Drawing on his extensive experience across both political and corporate sectors, Sir Crosby offered invaluable insights into the strategic dynamics of Australian election campaigns, the broader political system, as well as the key drivers shaping voter behaviour.

HE Mr Pierre-André Imbert, Ambassador of France to Australia, 14 May 2025, Sydney

In May, the EABC was honoured to be joined by HE Mr Pierre-André Imbert, Ambassador of France to Australia, for an insightful discussion on the dynamic bilateral business relationship and opportunities to further deepen cooperation across security, innovation and industrial capability. Ambassador Imbert outlined how France is navigating a drastically changed geopolitical landscape in relation to its national interests. Australia and France share a trusted relationship, built on strong people-to-people links and cultural ties, extensive economic ties and shared strategic priorities. The Ambassador highlighted several key opportunities amidst heightened global and economic uncertainties - emphasising, as an example, the importance of supply chain resilience in sectors such as defence and critical minerals.



04. Programme Highlights 2024-25

HE Ms Natasha Smith, Australian Ambassador to Germany, 31 July 2025, Brisbane

HE Ms Natasha Smith joined the EABC during her tip back to Australia for an update on Germany's political and economic landscape; the new German government's priorities; and key areas of opportunity in the bilateral relationship. Ambassador Smith underscored the increasing importance of trusted partnerships in today's shifting geopolitical landscape. Amid rising geopolitical uncertainty, Germany and Australia stand out as natural partners, well positioned to deepen ties to support diversification, resilience, innovation, and unlock new commercial and R&D opportunities, particularly in clean energy, critical minerals, and advanced technology sectors.

Hon Danny Pearson MP, Victorian Minister for Economic Growth & Jobs, and Minister for Finance, 5 August 2025, Melbourne

The EABC welcomed Hon Danny Pearson MP for a thought-provoking discussion on the State's business and investment environment; the Government's economic growth strategy; and opportunities for sensible reforms to spur productivity, business dynamism, innovation, and investment. Reflecting on a period marked by geopolitical uncertainty, volatile global trade, and fierce international competition, Minister Pearson opened with a clear-eyed assessment of Victoria's strategic landscape, the economic challenges, and opportunities it faces. Participants also discussed Victoria's strategic engagement with Europe, including levers to optimise flows of trade, investment, R&D, and expertise in emerging technologies and future-facing sectors; and driving greater collaboration between government, business, and universities in priority sectors for the State.

Hon Daniel Mookhey MLC, Treasurer of New South Wales, 14 August 2025, Sydney

The EABC had the opportunity to reengage with the Hon Daniel Mookhey MLC for a valuable dialogue on the 2025-26 NSW State Budget; the Federal Treasurer's Economic Reform Roundtable; and the outlook for comprehensive reform to reignite productivity growth in and Australia. Treasurer Mookhey highlighted some of the next steps that the NSW Government will be prioritising to unlock economic and productivity growth, with a focus on boosting efficiency, innovation, and attracting capital investment. Forthcoming measures include significant regulatory simplification; comprehensive planning reform to ramp up the speed of approvals and delivery, starting with \$17.7 million announced in the 2025-26 Budget to establish a new Investment Delivery Authority to fast-track major projects outside of housing; and \$80 million to position NSW as a global leader in innovation and tech through the State's recently released Innovation Blueprint.

Danielle Wood, Chair, Productivity Commission, 29 August 2025, Melbourne

Following the Government's Economic Reform Roundtable, the EABC met with Danielle Wood to discuss the opportunities to reignite Australia's productivity growth - as a critical driver of improved living standards, intergenerational equity, and economic growth and resilience. Australia is grappling with a pivotal moment in its economic trajectory, with growing recognition of the urgent need to tackle concerns around stagnating productivity growth and international competitiveness, subdued business investment and dynamism, slow adoption and diffusion of new technologies, cumbersome regulation and a slow planning system, and a labour market struggling to adapt to technological change and demographic shifts.

EABC Delegation to Parliament House Canberra, 2-3 September 2025

The EABC was delighted to take a delegation of 30 senior business and organisational leaders to Parliament House in Canberra for a direct dialogue with Ministers and senior staffers on the Australian Government's agenda for its second term. We were honoured to be joined by Deputy Prime Minister and Minister for Defence, **Hon Richard Marles MP**; Special Minister of State, Minister for Trade & Tourism, and Deputy Leader of the Government in the Senate, **Senator the Hon Don Farrell**; Minister for Defence Industry & Pacific Island Affairs, **Hon Pat Conroy MP**; Minister for Skills and Training, **Hon Andrew Giles MP**; Assistant Minister to the Prime Minister, for the Public Service & Employment and Workplace Relations, **Hon Patrick Gorman MP**, Assistant Minister for Productivity, Competition, Charities and Treasury, **Hon Dr Andrew Leigh MP**; Assistant Minister for Foreign Affairs & Trade, and Immigration, **Hon Matt Thistlethwaite MP**. We also met with Principal Private Secretary to the Prime Minister, **David Epstein**; Political Editor for the Australian, **Geoff Chambers**; Laurence Coleman Chief of Staff to the Minister for Resources & Northern Australia Hon Madeleine King MP; **Michael Belchamber**, Senior Adviser to the Minister for Climate and Energy Hon Chris Bowen MP; **Joseph Solomon**, Chief of Staff to the Minister for Infrastructure, Transport, Regional Development & Local Government, Hon Catherine King MP; and **Gemma Paech**, Deputy Chief of Staff to the Minister for Employment and Workplace Relations, Hon Amanda Rishworth MP.



04. Programme Highlights 2024-25

Brad Battin MP, Victorian Leader of the Opposition, Shadow Minister for Small and Medium Business, 17 September 2025, Melbourne

The EABC welcomed Brad Battin MP for a valuable discussion on Victoria's business and investment environment; its increasingly important strategic and economic relationships with Europe; and the development of key policies the Opposition will take to the 2026 State election. We were also pleased to be joined by Shadow Minister for Trade and Investment, Finance, and Manager of Opposition Business, **Bridget Vallence MP**, who underlined the Opposition's support for unlocking opportunities for trade, investment, and innovation cooperation with European partners.

Michele Bullock, Governor of the Reserve Bank of Australia, 23 September 2025, Sydney

The Council met with Michele Bullock to discuss the domestic and global economic environment; the RBA's priorities as it undergoes a period of significant transformation; and initiatives to spur Australia's productivity, economic dynamism, and resilience. The Governor outlined the significant challenges advanced economies have faced in curbing post-pandemic inflationary pressures, and the strategy undertaken by the RBA to reduce headline inflation from its 2022 peak of 7.8% to within its target range of 2-3%. Turning to the economic outlook, she outlined the RBA's approach to navigating disruptive trends including geopolitical volatility, trade policy uncertainty and shifting trade patterns, rapid technological advancements, and an increasingly challenging cyber threat landscape.

Hon Dr Andrew Charlton MP, Cabinet Secretary; Assistant Minister for Science, Technology and the Digital Economy, 15 October 2025, Sydney

The EABC was honoured to welcome Hon Andrew Charlton MP for a timely discussion on the Australian Government's development of a national artificial intelligence plan, and strategic thinking on technology adoption and diffusion, digital connectivity, data centres, and the expansion of other digital and supporting infrastructure. The Minister highlighted the Government's focus on ensuring that Australia is poised to harness the opportunities of the unprecedented transformation that artificial intelligence will catalyse over the coming decade for business, the economy, and future socioeconomic prosperity.

EABC & The Group of Eight Joint Board Dinner, 16 October 2025, Melbourne

The Council was delighted to hold our annual Joint Board Dinner with the **Vice Chancellors of The Group of Eight Universities**, co-convened by EABC Deputy Chair and Go8 Chief Executive, **Vicki Thomson**, and the Go8 Chair, **Professor Mark Scott AO**. This year we had the privilege of welcoming **David Gall**, CEO of the National Reconstruction Fund Corporation to lead a discussion on the opportunities for more effective collaboration between government, industry, universities, and European partners, to drive a more dynamic, competitive, and resilient economy in the face of rapid technological change and geostrategic volatility. Following David's address, key topics of discussion were led by **Lieutenant General Michelle McGuinness CSC**, National Cyber Security Coordinator, and members of the EABC and Go8 Boards.

The EU's Critical Raw Materials Strategy Roundtable, 20 October 2025, Sydney

Ahead of the International Mining and Resources Conference (IMARC), the EABC met with key European Commission, European Investment Bank (EIB), and EU Member State policymakers to discuss the EU's plans for strategic autonomy in critical raw materials (CRM) and the opportunities this presents for Australia. We were privileged to hear from **Joaquim Nunes de Almeida**, Director at the European Commission's Directorate-General for Internal Market, Industry, Entrepreneurship, and SMEs, on the EU's strategy to secure and build sustainable and resilient CRM supply chains; and from **Nicola Beer**, Vice President of the EIB, who outlined the bank's growing role in financing critical raw materials projects in Europe, as well as its intention to seek investment opportunities and partnerships with Australian companies.

Geraldine Slattery, President, BHP Australia, 28 October 2025, Melbourne

The EABC had the pleasure of welcoming Geraldine Slattery for an engaging discussion with members in Melbourne. In the year which marks 140 years since BHP's incorporation, Ms Slattery provided a tour de force of the areas of strategic priority which have driven its success - from achieving scale and disciplined capital allocation to investing in partnerships, internal resilience, operational excellence, culture, and innovation. The dialogue traversed the key challenges and opportunities shaping Australia's resources sector amid a period of geopolitical and trade volatility; intensified international competition; and major industrial transformation driven by a shift to a net-zero economy, technological innovation, and evolving market demands and demand centres.



05. 2025 Business Mission to Europe

Overview

Each year, the EABC undertakes a high-level Business Mission to Europe as an initiative to strengthen bilateral relationships with European political leaders, institutions, officials, peak business and industry associations, policy think tanks, universities, and research institutions.

The delegation travels to Brussels and London, as the political capitals of the European Union (EU), and the United Kingdom (UK), and to other key political and commercial centers in Europe.

Since 2006, the missions have included destinations such as Amsterdam, Antwerp, Berlin, Bern, Bratislava, Brussels, Budapest, Copenhagen, Dublin, Frankfurt, Geneva, Hamburg, Helsinki, Istanbul, Lisbon, London, Madrid, Malmö, Milan, Munich, Paris, Rome, Rotterdam, Stockholm, Strasbourg, The Hague, Toulouse, Venice, Vienna, Warsaw, and Zurich.

During these programmes, delegates have engaged with European Commission Presidents, Vice-Presidents, and Commissioners; European Parliament Vice-Presidents and Committee Chairs; leaders of the European Central Bank and other key institutions; Heads of State and Government; national Ministers, heads of departments, and central banks; and leaders from business, universities, and peak employer and industry organisations across Europe.

This year the EABC delegation travelled to **Vienna, Brussels, and Warsaw**, with side visits to **Paris, Frankfurt, and London**.

Delegates

The 2025 Mission was led by EABC Chair **Duncan Lewis AO DSC CSC** (Thales Australia), EABC Deputy Chair, **Vicki Thomson** (Group of Eight), together with EABC CEO **Jason Collins**, and EABC COO **Jo Johns**. We were delighted to once again be joined by EABC Honorary Board Member and Ambassador of the European Union to Australia, **HE Mr Gabriele Visentin**.

The delegation was comprised of senior representatives from a diverse range of companies, sectors, and organisations including **Philip Aiken AM** (Newmont Mining); **Krista Baetens** (National Australia Bank); **Angus Barker** (Vulcan Energy Resources); **Sébastien Bougon** (Flying Whales); **Matthew Deaner** (Screen Producers Australia); **Stephen Forshaw** (Airbus); **Roger Fletcher OAM** (Fletcher Group); **Peter Halliday** (Siemens Australia & New Zealand); **Peter Harris** (Safran Electronics & Defense Australia); **Professor Cecilia Hewlett** (Monash University); **Andrew Low** (Cobden Reid); **Sid Marris** (Minerals Council of Australia); **Andrew McCallum** (Meat & Livestock Australia); **Zoe McKenzie MP** (Parliamentary Friends of Europe); **John McMurtrie AM** (Rise Early Learning); **Jenny Morawska** (Polish Australian Chamber of Commerce); **Taine Moufarrige** (Servcorp); **Andre Noonan** (ACCIONA Infrastructure Australasia); **Martin Rampl** (Frequentis Australasia); **Andres Reith** (BDO Australia); **Professor Simon Ringer** (The University of Sydney); **Martin Ripple** (ANCA); **Emilio Romeo** (Ericsson Australia & New Zealand); **John Weber** (Kord Group); **Dr Francis Wedin** (Vulcan Energy Resources); **David Whiteley** (IFM Investors); **Brett Wickham** (ACCIONA Energy Australia); **Dr Anna Wojt** (PwC Australia); **Tracey Wright** (The Group of Eight); and **Sarah Zeljko** (Energy Queensland).

Mission Objectives and Support

The EABC's annual Business Mission provides opportunities for Australian business and organisational leaders to engage in a direct dialogue with European leaders on key developments in Europe, Australia, and globally.

Priority areas for engagement include political and economic governance, responses to a rapidly changing geopolitical environment, trade and investment policy and negotiations, industrial policy and sectoral priorities, R&D and innovation, energy and decarbonisation, defence and security, digital transformation, cybersecurity, transport and mobility, infrastructure, and the constantly evolving regulatory landscape.

Confronted by increasingly complex landscape - in which economic, R&D, and industrial policy, defence and security, and international relations have become increasingly intertwined - the 2025 Mission offered a valuable opportunity to garner insights into the European response, shifting priorities, and to profile the strategic importance of deepening collaboration with Australia across various pillars of the relationship.

The visit provided the timely occasion to press the case for the swift conclusion of an ambitious and mutually-rewarding FTA with the EU; to ensure the effective implementation and leveraging of opportunities presented by the AUKUS agreement and the Australia-UK FTA; and to explore emerging sectoral opportunities where Europe's and Australia's priorities, capabilities, and natural advantages are complementary.

These missions also offer valuable opportunity for Australian business and organisational leaders to work with Australian Government representatives in Europe to profile and promote Australia's economic credentials and capabilities, and to unlock new opportunities for bilateral cooperation.

The 2025 Business Mission was greatly supported by the Australian Missions in Paris, Vienna, Brussels, Warsaw, and London; Austrade and Australian Treasury Officials across Europe; the Delegation of the European Union to Australia; and the the Embassies, Consulates-General, Trade Commissions, and bilateral Chambers of Commerce of France, Germany, Austria, Poland, and the United Kingdom.

05. 2025 Business Mission to Europe

Paris, 19-20 June

Ahead of the EABC's programme of meetings in Paris, delegates had the opportunity to visit the **55th International Paris Air Show** on Thursday 19 June, the world's largest air show and aerospace-industry exhibition showcasing the groundbreaking innovations set to redefine the future of the sector. The group was hosted by EABC members **Flying Whales** Chair & CEO **Sebastien Bougon**, **Safran Group** Chair **Ross McInnes**, and **Safran Electronics and Defense Australasia** CEO **Peter Harris**, and had the opportunity to engage with industry leaders across civil aviation, defense, and space technology. On Friday 20 June, the Paris programme commenced with a briefing from Australia's Ambassador to France **HE Ms Lynette Wood** and Austrade's Investment Commissioner **Jean-Baptiste Nithart** at the **Australian Embassy**. Later that morning, delegates participated in a **France-Australia Business Forum**, kindly hosted by **Thierry Mallet**, Chair of **MEDEF International's** France-Australia Business Council and Group Chair & CEO of Transdev. The delegation was joined by senior representatives from MEDEF's membership from the financial services, energy, transport, infrastructure, and automotive sectors, as well as representatives from the French Ministry of Europe and Foreign Affairs. Over lunch at **Le Clarence**, the group met with **David Hubert-Delisle**, Director of Business France's International Network, for a discussion on France's strategic economic priorities; initiatives to attract FDI, boost international competitiveness, and strengthen sovereign capabilities; and emerging trade and investment opportunities with Australia, with a particular focus on decarbonisation and digitalisation. Next, the delegation travelled to the **Palais de l'Élysée** to meet with **Victoire Vandeville**, Advisor in the **Cabinet of President Emmanuel Macron** on Attractiveness, Export, Trade, Policy, and Tourism. The discussion provided delegates with an opportunity to garner insights into the French Government's strategic positioning to navigate geopolitical and macroeconomic headwinds; implications for Australia of the domestic political landscape in France; and initiatives to drive key priorities of the President. That afternoon the delegation was welcomed to the **Organisation for Economic Co-operation and Development (OECD)**, by Secretary-General **Mathias Cormann**, for a timely discussion on the implications of shifting geopolitical dynamics, rising protectionism, and trade policy volatility for the rules-based international order and global economic system. The programme in Paris was concluded with a cocktail reception kindly hosted by **HE Ms Lynette Wood** at the **Australian Embassy**, bringing together leaders of French industry, universities, and the public service, and with a special operatic medley performance from multi-award-winning Australian mezzo soprano, **Sally-Anne Russell**.

Frankfurt, 21 June

On Saturday 21 June, delegates travelled to Frankfurt, for a site visit to EABC Corporate Partner **Vulcan Energy's Lionheart Project** - the world's first carbon neutral, integrated lithium and renewable energy project. We were hosted by Vulcan's Executive Chair **Dr Francis Wedin** and Lead Independent Director & Deputy Chair **Angus Barker**, for a private tour of the facility and briefing on the innovative project. Vulcan is developing Europe's first locally produced supply of battery-quality lithium for the battery and EV industries, while utilising the coproduct of its extraction process to provide renewable energy for district heating.

Vienna Programme, 22-23 June

On Sunday 22 June, the full delegation gathered in Vienna for the official launch of the EABC's 2025 Mission. Following a welcome lunch at the **Almanac Palais**, delegates were joined by Australia's Ambassador to Austria, **HE Mr Ian Biggs**, and Australian Treasury Representative for Europe, **Dr John Swieringa**, for an insightful briefing on developments in the political, policy, and economic environment in Austria, and Europe more broadly. That evening, the delegation had the pleasure of engaging in a discussion over dinner with members of the **Vienna Airport Supervisory Board**, including **Lars Bespolka**, **Dr Günther Ofner**, and **Boris Schucht**, facilitated by EABC Board Member **David Whiteley**, IFM Investors' Global Head of External Relations. The high-level dialogue provided a unique opportunity to discuss the airport's operations, challenges, and strategic direction; as well as the outlook for the global aviation industry, including decarbonisation, digitalisation, and security of critical infrastructure; the business and investment environment in Austria and Europe; and the outlook for the energy transition in Europe as priorities of energy security, international competitiveness, and strategic autonomy come to the fore.



05. 2025 Business Mission to Europe

Monday's programme began with a visit to the headquarters of EABC Corporate Partner **Frequentis**, where we were hosted by Global CEO, **Norbert Haslacher**, and Managing Director for Australasia, **Martin Rampl**. The visit showcased Frequentis' contributions to critical infrastructure resilience, digital transformation, and sustainable development across Europe, Australia, and other global markets. Following a tour, including demonstrations of some of the company's exciting new solutions, the delegation engaged in a constructive dialogue on mechanisms to incentivise business investment in R&D and to foster effective innovation ecosystems through government-industry-university cooperation. Later that morning, the delegation visited **Austria's Federal Ministry for European and International Affairs** for a valuable dialogue with Secretary-General, **Nikolaus Marschik**, and Director-General for Economic Affairs and Special Envoy for Ukraine Reconstruction, **Elisabeth Kornfeind**. Delegates were provided with insights into Austria's evolving strategic priorities with regard to foreign, trade, and defence and security policy as it confronts a deteriorating risk landscape. The delegation was then welcomed to the **Organization of the Petroleum Exporting Countries (OPEC)** headquarters for a high-level dialogue and lunch with Director-General for Research, **Dr Ayed S. Al-Qahtani**, and other members of the Secretariat's leadership team. The engagement offered a valuable opportunity to gain insights into the organisation's strategic priorities, its pivotal role in the global energy landscape, and its forecasting of global energy markets and demand on the pathway to net-zero emissions by 2050.

The programme continued at **Austria's Federal Ministry for Economy, Energy and Tourism**, where we held a valuable exchange with Secretary-General **Dr Severin Gruber** and Head of Directorate for Foreign Economic Relations, **Dr Elisabeth Weissenboeck**. The discussion explored the growth potential of the Austria-Australia economic relationship, highlighting synergies in capabilities, natural advantages, and sectors of shared strategic priority, as well as the importance of concluding an EU-Australia FTA. That afternoon, the delegation participated in a **Research and Industry Dialogue**, bringing together leaders from Austria's innovation ecosystem and the public service including **Barbara Weitgruber**, Director General for Scientific Research and International Relations at the **Federal Ministry of Education, Science and Research**, **Henriette Spyra**, Director General for Innovation and Technology at the **Ministry for Climate Action, Environment, Energy, Mobility, Innovation and Technology**, and **Dr Stefan Riegler**, Director for Innovation Strategies and Cooperation at the **Federal Ministry for Economy, Energy and Tourism**. We concluded our programme in Vienna with an **Austrian-Australian Business Roundtable** followed by a networking reception hosted at the **Austrian Federal Economic Chamber (WKO)**. Speakers included WKO Vice-President **Wolfgang Hesoun**, Advantage Austria Deputy Director-General, **Astrid Fixl-Plummer**, former Austrian Minister for Labour and Economy and incoming Governor of the Austrian National Bank, **Professor Martin Kocher**, Austrian Trade Commissioner in Sydney **Ulrike Straka**, members of the delegation, and senior Austrian business leaders. The event brought together over 80 senior representatives from Austrian and Australian government, industry, and academia to strengthen bilateral ties and explore new opportunities for collaboration across areas of shared strategic interest from the net-zero transition, to critical minerals, defence and aerospace, emerging technologies, advanced manufacturing, and institutional investment.

Brussels Programme, 24-25 June

Held in the midst of the NATO leaders' summit, the Brussels visit commenced with a timely briefing over lunch from Deputy Head of Australia's Mission to the EU, NATO, Belgium, and Luxembourg, **David Brightling** and Australia's Military Representative to NATO and the EU, **Air Vice-Marshal Dianne Turton**. The delegation was then hosted at the **European Commission's Directorate-General for Research and Innovation** for a valuable meeting with Deputy Director-General **Signe Ratso** to discuss how the EU is positioning research and innovation at the centre of the competitiveness and strategic autonomy agendas. The dialogue further covered the Australian and EU responses to recent threats to international research funding; approaches to R&D security and international collaboration on dual-use technologies and in sensitive sectors; and the opportunity Horizon Europe presents to deepen international R&D collaboration as a driver of productivity, economic diversification, job creation and future prosperity. Next, delegates headed to the **European Investment Bank (EIB)** for a meeting with Director General **Kim Jørgensen** on developments in the investment environment in Europe; the implications of recent geopolitical turmoil on capital markets; the strategy for financing the EU's new strategic priorities; new initiatives under development to crowd in private investment in strategic areas; and the opportunities to deepen cooperation with trusted partners like Australia, including streamlining high-quality flows of investment through



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an Australia-EU FTA. That evening, the delegation was welcomed to the **Ambassador's Residence** for a cocktail reception hosted by Deputy Head of Mission **David Brightling**. During the event, which brought together leaders from prominent think tanks, business and industry associations, participants were addressed by guest of honour **Seán Kelly MEP**, Chair of the **European Parliament's Delegation for Relations with Australia and New Zealand (DANZ)**.

On Wednesday, the programme began with a working breakfast with **Bernd Lange MEP**, Chair of the **European Parliament's Committee on International Trade** and the Conference of Committee Chairs. Mr Lange provided delegates with an update on how current geopolitical and domestic political dynamics are shaping the strategic agenda within European institutions, in particular galvanising support for a tactical pivot towards a more autonomous, competitive, innovative, and assertive Europe, capable of effectively defending its interests and values on the global stage. Later that morning, the delegation was welcomed to **AmCham EU** for a dialogue with CEO **Malte Lohan** and Chair **Liam Benham**, who also serves as President of EU, NATO and Government Affairs Europe at Boeing International. The roundtable provided a timely opportunity to discuss the new US administration's impact on the global trade, economic, and security environment; the outlook for the transatlantic economic relationship; the EU's changing regulatory landscape; and the implications of a quickly evolving geostrategic environment for Australian business. The programme continued with a meeting with **Markus Beyrer**, Director General of **BusinessEurope**, the confederation of national employers' federations representing over 20 million companies across Europe. Mr Beyrer provided delegates with a valuable update on the economic, business, and investment environment in Europe; reactions to the Commission's new suite of policy proposals targeting competitiveness, innovation, security, and investment attractiveness; the state of the EU's trade negotiations and economic relations with major trading partners; and the international challenges facing industry.

Following a delegation lunch at the **Residence Palace**, we were joined by **Dārta Tentere**, who leads on the Australia-EU FTA and economic security in the **Cabinet of European Commissioner for Trade and Economic Security Commissioner Maroš Šefčovič**. The discussion focussed on the economic and strategic imperative of concluding a mutually-rewarding Australia-EU FTA to deliver on shared priorities of economic and trade diversification, competitiveness, reindustrialisation, and the development of sovereign capabilities with trusted partners along critical value chains. That afternoon, delegates were welcomed to the **European Commission's Directorate-General for Climate Action** for a meeting with Deputy Director-General **Jan Dusík**. Mr Dusík updated delegates on the progress of implementing the European Green Deal - the flagship priority of the first von der Leyen Commission - with member states on track to meet the legally binding 2030 targets of a 55% reduction in emissions and a 42.5% minimum share of renewables in final energy consumption. Looking forward, he outlined the Commission's raft of new initiatives to marry its ambitious climate action and environmental protection goals with new leading priorities of economic security and competitiveness. The programme in Brussels concluded with a boardroom dinner in the **Grand Place** with special guest **Karel Lanoo**, CEO of leading independent think tank, **Centre for European Policy Studies (CEPS)**. The discussion explored the political, economic, and geostrategic shifts shaping Europe's and Australia's risk landscape and policy direction; outcomes of the NATO summit, including the implications for partners such as Australia; and opportunities to strengthen cooperation between the EU and Australia, as likeminded partners navigating an increasingly complex global environment.

Warsaw Programme, 26-27 June

On Thursday the delegation travelled to Warsaw, where they were met for a working lunch by Australia's Ambassador to Poland, the Czech Republic, and Lithuania, **HE Mr Benjamin Hayes**, Defence Attaché **Colonel Paul Graham**, and Trade Commissioner **Kelly Matthews**. Ahead of meetings with key Polish government and industry leaders, delegates were provided with keen insights into Poland's economic, political, and security landscape; its increasing political weight within Europe and leadership role in European defence and support for Ukraine; notable achievements during its six month presidency of the Council of the EU; and key developments in the bilateral relationship. Delegates then visited the **Polish Ministry for Climate and Environment** for a meeting with Secretary of State **Krzysztof Bolesta** and Undersecretary of State and Chief Geologist **Krzysztof Galos**. Mr Bolesta highlighted the shift underway within Europe to more closely link climate and energy targets with an effective industrial strategy to ensure decarbonisation is an engine for economic and jobs growth. Noting the



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importance of heeding the lessons from Russia's invasion of Ukraine to ensure that countries do not swap one overdependency (fossil fuel imports) for another (clean technology imports), he highlighted priorities of bolstering sovereign capabilities as well as trade, investment, and R&D cooperation with trusted partners like Australia. That evening, the delegation was generously hosted for a cocktail reception at the **Ambassador's Residence** by **HE Mr Benjamin Hayes**. The engagement brought together a distinguished group of industry, university, and government leaders, in support of forging stronger Poland-Australia ties as trusted and increasingly important strategic partners. We were particularly honoured to be joined by Polish Secretaries of State **Krzysztof Bolesta** (Climate & Environment), **Władysław Bartoszewski** (Foreign Affairs), and **Jakub Jaworowski** (State Assets), and Chair of the Sejm's Foreign Affairs Committee and Special Envoy of the Polish Government for the Reconstruction of Ukraine, **Paweł Kowal**.

Friday morning's programme commenced with a **Poland-Australia Business Forum** hosted at **Confederation Lewiatan** by President **Marek Gorski** and Director-General **Malgorzata Mroczkowska-Horne**. Speakers shared insights into the political, economic, and business environments in Poland and Australia, the policy outlook in areas of shared strategic interest, and the implications of recent geopolitical shifts. We then had the pleasure of hosting a boardroom lunch at the **Hotel Bristol** with **Michał Jaros**, Secretary of State in the **Polish Ministry for Economic Development and Technology**, and **Dr Paweł Pudłowski**, Vice President of the **Polish Investment and Trade Agency (PAIH)**. The discussion explored the Polish Government's industrial priorities; its strong support for the establishment of facilitative frameworks, such as the EU-Australia FTA and proposed Security and Defence Partnership; and various areas of bilateral opportunity across the net-zero transition, critical minerals downstream value chains, digital economy, and defence industry and dual-use technologies. The delegation was then welcomed at the **Polish Ministry of Foreign Affairs** by Secretary of State **Władysław Teofil Bartoszewski**. Mr Bartoszewski shared his insights into the dynamics shaping the Polish Government's evolving strategic objectives and approach to economic, defence and security, and foreign policy, including a sharpened focus on industrial competitiveness, technological sovereignty, and diversifying economic relations with trusted partners in the Indo-Pacific, including Australia. Next, delegates visited the **Poland's National Development Bank** for a productive meeting with Managing Director **Marcin Prusak**, Board Member **Jarosław Dąbrowski**, Chief Economist **Mateusz Walewski**, and Managing Director of International Relations **Piotr Jabłoński**. The delegation was provided with a useful overview of Poland's economic outlook; the geopolitical risks shaping the Bank's strategy and priorities; and its pivotal role in financing, coordinating, and mobilising (public and private) strategic investments to support Ukraine's recovery, rebuilding, and modernisation. That afternoon, the delegation visited the **POLIN Museum of the History of Polish Jews**, located on the site of the former Warsaw Ghetto. Delegates were taken on a private tour of the museum's interactive exhibitions, which present 1000 years of Jewish heritage and culture in the Polish lands. The first week's programme concluded with the traditional Friday evening **delegation dinner**, held at the eclectic **U Fukiera**, Warsaw's oldest restaurant where there were reflections on the take aways from the intensive first week of meetings and discussions the priorities for the upcoming visit to London.

London Programme, 30 June - 2 July

The delegation reassembled in London on Monday evening, kicking off the programme with a boardroom dinner at **One Aldwych** with EABC Corporate Council Member **Hon Brendan Nelson AO**, President of Boeing Global. The dialogue focussed on the challenges that the changed international landscape poses for defence, aerospace, and dual use sectors, social and economic resilience, and the financing of competing priorities while grappling with existing fiscal pressures. Other topics included the outlook for Australian government, industry and R&D cooperation with EU, UK, and US counterparts through AUKUS, the forthcoming EU-Australia Security and Defence Partnership, and NATO; and the opportunities arising from major new spending programmes including the EU's €800bn ReArm Europe/Readiness Plan.

On Tuesday, the programme began with a working breakfast at **Stoke Lodge**, kindly hosted by Australia's High Commissioner to the UK **HE the Hon Stephen Smith**. Delegates were briefed on the implications of key developments in the UK's political, economic, and business landscape; the UK's approach to navigating the current geopolitical environment, including managing relations with major powers and actively rebuilding strategic cooperation with the EU (and key member states); bilateral political,



05. 2025 Business Mission to Europe

diplomatic, and economic cooperation two years since the entry into force of the Australia-UK FTA; and priorities areas for strengthening Australia-UK strategic engagement across trade, investment, R&D, skilled mobility, and defence and security, including via AUKUS. Next, the delegation was welcomed to the headquarters of **Octopus Energy** by COO **Jon Paull** for a site visit showcasing the world-leading innovations and exciting models being deployed by the UK clean energy technology group. Discussions highlighted the role of energy technology in advancing the global transition to net-zero; and the lessons from each market's energy transition; and the economic and regulatory reforms necessary to unlock investment and accelerate the delivery of major projects. Later that morning, the delegation transferred to the Palace of Westminster for a series of political engagements. First, we were joined by **Adam Jogee MP**, Vice-Chair of the **UK Parliament's All-Party Parliamentary Group (APPG) for Australia**, for a wide-ranging discussion on impacts of the UK's domestic political landscape and rising geopolitical volatility for the rollout of the Labor Government's agenda on trade, industrial, infrastructure, energy, and defence policy, and relationship reset with the EU.

Over lunch, the delegation welcomed **David Crowe**, Europe Correspondent for **The Sydney Morning Herald** and **The Age**, to share key insights from the EABC mission, and to discuss the economic and strategic outlook for the UK and Europe more broadly, including the implications for bilateral relations with Australia. Next, the delegation welcomed the Labour and Conservative Co-Chairs of the **UK Parliament's APPG for Australia**, **Lord John Spellar** (UK Trade Envoy to Australia) and **Andrew Rosindell MP**. Our discussion focussed on strengthening bilateral ties in economic, R&D, defence and security – core to both nation's long-term prosperity and stability – including interoperability of regulations and standards and mutual recognition of qualifications to ease flows of trade, investment, innovations and expertise, and AUKUS pillars I and II. Later that afternoon, the delegation visited the London office of EABC Major Partner **BHP**, where we were hosted by current Group Treasurer **Stephen Cox**, incoming Treasurer **Tristan Lovegrove**, and colleagues, for a discussion on the company's international strategy, opportunities and challenges they face in Europe, and the outlook for the global energy and critical minerals landscape. To cap off a busy first day in London, the delegation was delighted to co-host a boardroom dinner with **CT Group** Co-Founder and Executive Chair **Sir Lynton Crosby AO**. The delegation was also joined by CT Group Managing Director for the UK, **James Baxendale OBE**, Associate Director, **Alan Eager**, and Managing Director, for the US, **Larry Grossman** for presentations and discussions on the the emerging trends shaping the geopolitical landscape and domestic politics across Australia, Europe, and the US; the outlook for global security, rules and norms, economic resilience, and social cohesion; and the implications for policymakers and business leaders. On Wednesday morning, the programme continued with meeting with **Sir Clive Cowdery**, Founder & CEO of **Resolution Life** and Chair of the **Resolution Foundation**. Participants discussed the political and economic outlook in the UK, Australia, and other advanced economies, and the opportunities and critical levers to foster sustainable socioeconomic prosperity as we grapple with major economic and geostrategic shifts. Next, the delegation was pleased to meet with **Lord Dominic Johnson**, co-Chair of the **Conservative Party**, for a timely conversation on the trends in recent national elections in the UK and Australia, the need for political parties to modernise and reflect the electorate, and the importance of maintaining social cohesion, constructive democracy, and strong institutions in the face of rising populism, disinformation, and foreign interference.

That afternoon, the EABC jointly convened a networking lunch and **UK-Australia Financial Services Roundtable** with **TheCityUK**, the City of London Corporation, and kindly hosted by **James Palmer OBE**, on behalf of EABC Major Partner **Herbert Smith Freehills Kramer**. The session brought together an excellent group of senior leaders from across the UK-based financial and related professional services industry for a discussion on the opportunities and challenges facing the sectors in Australia and the UK and the opportunities to facilitate deeper sectoral cooperation, two-way flows of institutional capital, trade, and business investment. We concluded our programme in London with a rich discussion with the esteemed **Rt Hon Sir Malcolm Rifkind KCMG KC**, former UK Foreign and Defence Secretary and Distinguished Fellow of the **Royal United Services Institute (RUSI)**, the world's oldest and the UK's leading defence and security think tank. We explored the evolving geopolitical, defence and security developments across the Euro-Atlantic, Middle-East, and Indo-Pacific regions; the outlook for current conflicts in Ukraine and Gaza, and escalating great power competition; and the critical importance of strengthening the Australia-UK partnership to navigate an increasingly interconnected, volatile, and polarised global security environment.



06. Corporate Programme

NOVEMBER 2024

→ **EABC Annual General Meeting** with **Hon Chris Minns MP**, Premier of New South Wales & **Cocktail Reception** with **Senator the Hon Don Farrell**, Minister for Trade and Tourism, and Special Minister of State

12 November 2024, Sydney co-hosted by **The Group of Eight**

→ **Annual EU-Australia Trade & Investment Forum**

14 November 2024, Business Forum, Sydney co-hosted by **PwC Australia**

→ **John Lonsdale PSM**, Chair, APRA

25 November 2024, Boardroom Lunch, Sydney

co-hosted by **National Australia Bank**

DECEMBER 2024

→ **Clr Krista Adams**, Deputy Lord Mayor of Brisbane & Chair, 2032 Olympic & Paralympic Games Committee

4 December 2024, Boardroom Lunch, Brisbane co-hosted by **BDO Australia**

→ **Ambassador Boris Ruge**, Assistant Secretary-General, North Atlantic Treaty Organisation (NATO)

9 December 2024, Boardroom Lunch, Sydney co-hosted by **PwC Australia**

→ **General (Ret'd) Angus Campbell AO DSC**, Australian Ambassador-designate to the European Union, North Atlantic Treaty Organisation, Belgium and Luxembourg

12 December 2024, Roundtable & Drinks, Sydney co-hosted by **Thales Australia**

FEBRUARY 2025

→ **EABC Delegation to Brussels**

3 February - 7 February 2025

→ **HE Dr Timcho Mucunski**, Minister of Foreign Affairs and Foreign Trade, Republic of North Macedonia

10 February 2025, Boardroom Lunch, Sydney co-hosted by **BDO Australia**

→ **Business Forum & Reception**, with **Maria Martin-Prat**, European Commission Deputy-Director General for Trade and Economic Security, and **Hon Anoulack Chanthivong MP**, NSW Minister for Better Regulation and Fair Trading, Industry and Trade, Science and Technology, Building, and Corrections

12 February 2025, Business Forum & Reception, Sydney, co-hosted by the **Delegation of the European Union to Australia**

→ **Maria Martin-Prat**, Deputy Director-General for Trade, European Commission

12 February 2025, Boardroom Dinner, Sydney

→ **'The Bluesberries' Concert for Ukraine** with Special Guest **HE Mr Vasyly Myroshnychenko**, Ambassador of Ukraine

19 February 2025, Drinks Reception & Concert, Sydney

→ **Kurt Vandenberghe**, Director-General for Climate Action, European Commission

21 February 2025, Boardroom Lunch, Melbourne

co-hosted by **National Australia Bank**

→ **We Should be so Lucky** by **Andrew Low** with publisher **Sir Clive Cowdery**

26 February 2025, Boardroom Lunch, Melbourne

co-hosted by **McKinsey & Company**

→ **Andrew Shearer**, Director-General, Office of National Intelligence

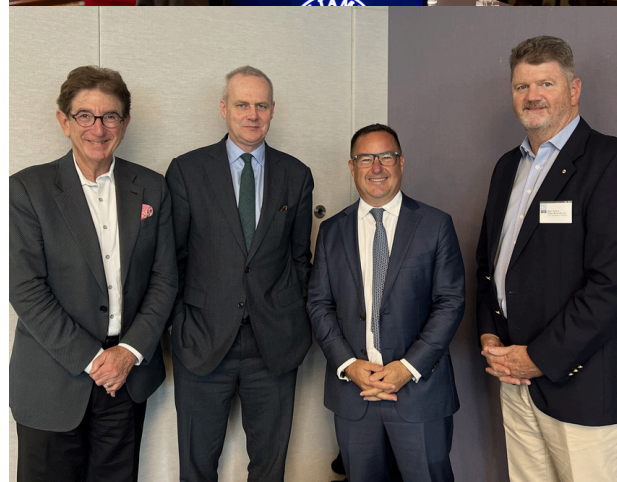
28 February 2025, Boardroom Forum, Sydney

co-hosted by **Herbert Smith Freehills Kramer**

→ **Hon David Coleman MP**, Shadow Minister for Foreign Affairs

28 February 2025, Boardroom Lunch, Sydney

co-hosted by **Herbert Smith Freehills Kramer**



06. Corporate Programme



MARCH 2025

→ **EABC International Women's Day Business Forum** hosted by ING Australia CEO **Melanie Evans** with **Professor Mary O'Kane AC**, Chair of the Australian Energy Market Operator, and Chief Commissioner (ad interim) of the Australian Tertiary Education Commission

6 March 2025, Sydney co-hosted by **ING**

→ **Tarja Jaakkola**, Assistant Secretary General, North Atlantic Treaty Organisation (NATO)

13 March 2025, Boardroom Lunch, Sydney co-hosted by **Thales Australia**

→ **EABC PwC 28th Annual Global CEO Survey Roundtable**

18 March 2025, Boardroom Lunch, Melbourne co-hosted by **PwC Australia**

→ **EABC Annual Federal Budget Dinner**

25 March 2025, Corporate Dinner, Canberra co-hosted by **National Australia Bank**

APRIL 2025

→ **Allegra Spender MP**, Federal Member for Wentworth

1 April 2025, Boardroom Lunch, Sydney co-hosted by **McKinsey & Company**

→ **Chantelle Taylor**, Australian Ambassador-designate to Ireland

2 April 2025, Business Roundtable, Melbourne co-hosted by **DFAT Victoria**

MAY 2025

→ **Sir Lynton Crosby AO**, Co-Founder and Executive Chairman, CT Group

1 May 2025, Boardroom Lunch, Sydney, co-hosted by **Herbert Smith Freehills Kramer**

→ **The Hon Arthur Sinodinos AO**, Partner & Chair of Australia Practice, The Asia Group

8 May 2025, Business Roundtable (by Videoconference)

→ **HE Mr Pierre-André Imbert**, Ambassador of France to Australia

14 May 2025, Boardroom Lunch, Sydney, co-hosted by **National Australia Bank**

→ **James Newbury MP**, Victorian Shadow Treasurer and Shadow Minister for Equality

22 May 2025, Boardroom Dinner, Melbourne

→ **HE Mr Gabriele Visentin**, Ambassador of the European Union to Australia

23 May 2025, Boardroom Lunch, Melbourne, co-hosted by **McKinsey & Company**

→ **Senator the Hon Don Farrell**, Minister for Trade and Tourism, Special Minister of State, Deputy Leader of the Government in the Senate

27 May 2025, Boardroom Forum, Sydney

→ **David Gall**, CEO, National Reconstruction Fund

27 May 2025, Boardroom Dinner, Sydney, co-hosted by **McKinsey & Company**

→ **Tim Yeend**, Former DFAT Associate Secretary for Trade and Chief of Staff to the Director-General of the WTO

4 June 2025, Business Roundtable (by Videoconference)

JUNE 2025

→ **Mark Rigotti**, Managing Director & CEO, Australian Institute of Company Directors

10 June 2025, Business Roundtable (by Videoconference)

→ **HE General Angus Campbell AO DSC**, Australian Ambassador to the EU, NATO, Belgium, and Luxembourg

17 June 2025, Business Roundtable (by Videoconference)

→ **EABC Business Mission to Europe (Vienna, Brussels, Warsaw)**

22 June - 27 June 2025 and standalone programmes **Paris 19, 20 June; Frankfurt 21 June; London 1 - 2 July 2025**



06. Corporate Programme

JULY 2025

→ **EABC Business Mission to Europe Panel Discussion** led by EABC Chair **Duncan Lewis AO DSC CSC**, Chair, Thales Australia; EABC Deputy Chair **Vicki Thomson**, Chief Executive, The Group of Eight; and **HE Mr Gabriele Visentin**, Ambassador of the European Union to Australia
21 July 2025, Business Roundtable (by Videoconference)

→ **HE Ms Natasha Smith**, Australian Ambassador to Germany
31 July 2025, Boardroom Lunch, Brisbane co-hosted by **BDO Australia**

AUGUST 2025

→ **Hon Danny Pearson MP**, Victorian Minister for Economic Growth & Jobs, and Minister for Finance
5 August 2025, Boardroom Dinner, Melbourne
 co-hosted by **Herbert Smith Freehills Kramer**

→ **HE the Hon Stephen Jones**, Australian Ambassador and Permanent Representative-designate to the Organisation for Economic Cooperation and Development (OECD)
14 August 2025, Business Roundtable, Sydney
 co-hosted by **Australian Institute of Company Directors (AICD)**

→ **Hon Daniel Mookhey MLC**, Treasurer of New South Wales
14 August 2025, Boardroom Lunch, Sydney
 co-hosted by **National Australia Bank**

→ **European Union Economic & Commercial Counsellors Delegation** with **Katie-Anne Mulder**, CEO, Queensland Renewable Energy Council
18 August 2025, Reception, Brisbane
 co-hosted by **Herbert Smith Freehills Kramer**

→ **Peter Varghese AO**, Chancellor, University of Queensland
20 August 2025, Boardroom Lunch, Brisbane co-hosted by **PwC Australia**

→ **Danielle Wood**, Chair, Productivity Commission
29 August 2025, Boardroom Lunch, Melbourne co-hosted by **McKinsey & Company**

SEPTEMBER 2025

→ **EABC Delegation to Parliament House Canberra**
2-3 September 2025

→ **Kieren Perkins OAM**, Chief Executive Officer, Australian Sports Commission
11 September 2025, Boardroom Lunch, Melbourne co-hosted by **BDO Australia**

→ **Brad Battin MP**, Victorian Leader of the Opposition, Shadow Minister for Small and Medium Business
17 September 2025, Boardroom Lunch, Melbourne

→ **Michele Bullock**, Governor of the Reserve Bank of Australia
23 September 2025, Boardroom Lunch, Sydney co-hosted by **Goldman Sachs**

→ **Simon Draper PSM**, Secretary, NSW Premier's Department; Chief Executive, NSW Reconstruction Authority
26 September 2025, Boardroom Lunch, Sydney
 co-hosted by **McKinsey & Company**



06. Corporate Programme



OCTOBER 2025

- **Jamil Anderlini**, Regional Director, POLITICO Europe
7 October 2025, Business Roundtable (by Videoconference)
- **Hon Dr Andrew Charlton MP**, Cabinet Secretary; Assistant Minister for Science, Technology and the Digital Economy
15 October 2025, Boardroom Lunch, Sydney co-hosted by **McKinsey & Company**
- **EABC & The Group of Eight Joint Board Dinner**
16 October 2025, Boardroom Dinner, Melbourne co-hosted by **The University of Melbourne**
- **The European Union's Critical Raw Materials Strategy Roundtable** with **Joaquim Nunes de Almeida**, Director Raw Materials, Decarbonisation & Mobility, European Commission Directorate-General for Internal Market, Industry, Entrepreneurship & SMEs; and **Nicola Beer**, Vice-President & Member of the Executive Board, European Investment Bank
20 October 2025, Boardroom Lunch, Sydney
co-hosted by **National Australia Bank**
- **Dr Paweł Pudłowski**, Deputy Chair, Polish Trade and Investment Agency (PAIH)
21 October 2025, Working Lunch & Roundtable Discussion, Sydney
- **Sean Kelly MEP & Delegation of Members of the European Parliament's Delegation for Relations with Australia and New Zealand (DANZ)**
27 October 2025 Business Roundtable, Sydney
- **Geraldine Slattery**, President Australia, BHP
28 October 2025, Boardroom Lunch, Melbourne co-hosted by **Goldman Sachs**
- **Ross McInnes**, Chair, Safran Group
29 October 2025, Business Roundtable, Sydney co-hosted by **BNP Paribas**

NOVEMBER 2025

- **EU Heads of Mission Delegation to Queensland**
11 November 2025, Dinner, Brisbane jointly co-hosted by **BHP and PwC Australia**
- **Annual EU-Australia Trade & Investment Forum**
13 November 2025, Business Forum, Sydney co-hosted by **BDO Australia**
- **EABC Annual General Meeting & Cocktail Reception** with the **Hon Matt Thistlethwaite MP**, Assistant Minister for Foreign Affairs and Trade and Assistant Minister for Immigration
19 November 2025, Sydney
- **Commissioner Maroš Šefčovič**, European Commissioner for Trade and Economic Security, Interinstitutional Relations and Transparency
21 November 2025, Business Roundtable and Lunchtime Reception, Melbourne co-hosted by the **EU Delegation to Australia** and **Global Victoria**
- **Thierry Mallet**, Chair, MEDEF International France-Australia Business Council; and Group Chair and CEO, Transdev
24 November 2025, Boardroom Lunch, Sydney

DECEMBER 2025

- **HE Mr Margus Tsahkna**, Minister of Foreign Affairs of the Republic of Estonia
8 December 2025, Boardroom Lunch, Sydney
- **Hon Jacinta Allan MP**, Premier of Victoria
10 December 2025, Business Roundtable, Melbourne,
co-hosted by **ACCIONA Australia and New Zealand**

07. Board Members



Duncan Lewis AO DSC CSC (Chair)

Chair, Thales Australia; Professor Practice in National Security, Australian National University; *former Director General, Australian Security Intelligence Organisation (Australian Government); former Security Department of Defence (Australian Government); former National Security Adviser to two Prime Ministers and the Federal Government (Australian Government); former Australian Ambassador to Belgium, the European Union, Luxembourg and NATO (Australian Government); former Major-General, Australian Army & Commander, Special Operations Command (Australian Government); former Commander, United Nations Transitional Administration Timor Leste.*



Vicki Thomson (Deputy Chair)

Chief Executive & Board Director, the Group of Eight Universities Australia; Founding Member, Australian Government's University Foreign Interference Taskforce; Board Member, MS Australia; Recipient of the Insignia of the Knights in the Ordre des Palmes Académiques; *former Board Member, Australian Government's Australia-China Council; former Member, Australian Government's New Colombo Plan Reference Group; former Executive Director, Australian Technology Network of Universities; former Director, Communications, Universities Australia; former Chief of Staff to the Premier of South Australia; former Political Reporter, ABC.*



Professor the Hon Brendan O'Connor (Deputy Chair)

Professor of Practice, Workforce Skills and Innovation, RMIT University; *former Federal Minister for Skills and Training, Employment, Immigration and Citizenship, Small Business, Homelessness, Housing, Home Affairs, Justice, Employment Participation, Human Services, Privacy and Freedom of Information, Australian Government; former Federal Shadow Minister for Defence, Science, Industry, Employment and Workplace Relations, Small and Family Business, among other roles, Australian Parliament; former Assistant National Secretary, Australian Services Union.*



Hon Nick Greiner AC (Chair Emeritus)

Former Consul-General of Australia to New York; former Premier and Treasurer of New South Wales; former Federal President, Liberal Party of Australia; former Chairman or Deputy Chairman of Harper & Row (Australasia), British American Tobacco (Australia), Bradken, Citigroup (Australia), Coles Myer Ltd, Rothschild (Australia), Stockland Trust, QBE Insurance and Castle Harlan Australian Mezzanine (amongst others); former Governor, CEDA; former Adviser, Wattle Hill RHC Fund and McKinsey & Company.



Alastair Walton (Chair Emeritus)

Former Consul-General of Australia to New York; former Consul-General & Senior Trade Commissioner to Houston, Texas; former Co-Chair & Managing Director, Goldman Sachs Australia; former Director, Film Finance Corporation, Great Barrier Reef Foundation and Australian Business Community Network; former Member, Australian Financial Services Advisory Council; former Chair & Partner, BKK Partners.



Ambassador Gabriele Visentin (Honorary Member)

EU Ambassador to Australia, European External Action Service; *former EU Special Envoy for the Indo-Pacific; former Head of Parliamentary Affairs Division; former Administrator, European Commission, former Adviser on European Affairs, Ministry for Industry and Energy; former Head of Cabinet, European Community for Steel and Coal.*



Angus Armour

Board Member, Australasian College of Paramedicine; Adjunct Professor, School of Business, University of Technology Sydney; *former Managing Director & CEO, Australian Institute of Company Directors; former Principal Adviser, Business Council of Australia; former Deputy Secretary, NSW Trade & Investment; former Managing Director & CEO, Export Finance and Insurance Association; former Chair, Berne Union; former Board Member, CEDA; former Committee Member, Mohammed Bin Rashid Innovation Fund.*



Graham Bradley AM

Chair, Virgin Australia International Holdings, Infrastructure NSW, Waveconn Group Holdings Management, Symphony Infrastructure Partners, Shine Justice Ltd, Ensemble Theatre; Director, Tennis Australia; Member, UNSW Business School Advisory Council; *former Chair, EnergyAustralia, HSBC Australia, Anglo American Australia, GrainCorp, Stockland Corporation and Po Valley Energy Ltd; former Director, GI Dynamics; former President, Business Council of Australia; former Deputy President, The Takeovers Panel; former Managing Director, Perpetual Limited; former National Managing Partner, Blake Dawson (now Ashurst).*



Julian Carrigan

Managing Partner Sydney, Lead of Partner Public and Social Sector Practice in Australia, McKinsey & Company; *former Partner, United Kingdom, McKinsey & Company; former Manager, across several Strategy and Operations portfolios, Boral.*

07. Board Members



Judith Crompton

Board Member, Europ Assistance Australia, SkyBuys, House of Travel, BE Sydney; Member, Policy and Engagement Committee, Chief Executive Women; *former CEO, Asia Pacific, Cover-More Group; former CEO, Europe, Middle East & Africa, Cover-More Group; former CEO, Travel and Aviation, Cover-More Group; former Chief Commercial Officer, Virgin Australia; former Head of Global Corporate and Industry Sales, Etihad; former Regional General Manager, Qantas.*



Melanie Evans

CEO, ING Australia; Board Member and Deputy Chair, Australian Banking Association; Chair, Business Council of Australia's Women's Workforce Participation Committee; Member, Chief Executive Women; *former Head of Retail Bank, ING Australia; former Director Marketing, Sales & Service, Business Bank, Westpac; former General Manager, Service Revolution & Transformation, Westpac; former Head of Home Ownership, Westpac; former leadership roles, BT Financial Group.*



Stephen Forshaw

Chief Representative for Australia, New Zealand and the Pacific, Airbus; Honorary Member of Singapore Advisory Committee, Australian Institute of Company Directors; Member of the Global Trends Watch Committee, International Association of Business Communicators; *former Managing Director, Temasek; former Senior Director, Corporate Communications for Asia Pacific Region, Microsoft; former Vice President Public Affairs, Singapore Airlines.*



Peter Halliday

CEO, Siemens; *former Energy and Performance Services, Global Head of Energy and Performance Services Australia, Siemens; former Head of Building Performance & Sustainability (Senior Vice President), Siemens; former Senior Vice President, Siemens; former Senior Vice President Building Technologies ASEAN, Siemens.*



Brett Himbury

Chair, Stafford Capital Partners; Director, Bluestone, Angle Auto Finance, Angle Equipment Finance, Lander and Rogers; *former Chief Executive, IFM Investors; former Managing Director, Tyndall/Suncorp Investment Management; former Senior Manager, Commonwealth Bank of Australia, Westpac and Rothschild Australia; former Co-Chair, American Australian Association Business Council; former Board Member, German-Australian Chamber of Industry and Commerce and Pacific Hydro; former Adviser, Childhood Dementia Initiative.*



Justin Howden

Director, Corporate Affairs Advisory; *former Vice President, UN Association of Australia; former Board Member, Food & Drink Victoria; former Group Head, Global Government Affairs & Industry Development; H&H Group; former Head, Government Relations, Public Policy, Scientific Development & Community Engagement, Swisse Wellness; former Director, Political & Consumer Affairs, Complementary Medicines Australia; former Managing Director, Marketing & Investment Partners; former General Manager, International Business, Invest Victoria; former President, Australia-Malaysia Business Council.*



Gavin Jackman

Principal, Antinomies; Member of Faculty, Centre for Corporate Public Affairs; Adviser, Homes for Homes, The Big Issue; *former Executive Global Head, Corporate Affairs & Social Responsibility, Orica; former Group Executive, Public Affairs, Santos Ltd; former Director, Government Affairs, BP Australia; former Senior Adviser to the Prime Minister and Chief of Staff to a Federal Cabinet Minister, Australian Government.*



Stephen Johns

Chair, Goodman Group; Board Member, Garvan Institute of Medical Research; *former Chair, Brambles Ltd; former Chair, Leighton Holdings Limited; former Chair, Spark Infrastructure Group; former Executive Director, across various portfolios including Group Finance Director, Westfield Holdings Ltd; former Board Member, Westfield Holdings Ltd.*



Richard Kirkman

Chief Executive Officer & Managing Director, Veolia Australia and New Zealand; *former Chief Technology & Innovation Officer, Veolia UK & Ireland; former Technical Director, Veolia UK.*



Stephen Loosley AM

Deputy Chair, Thales Australia; Senior Fellow, Australian Strategic Policy Institute (ASPI); Visiting Fellow, United States Studies Centre; Corporate Councillor, Asia Society; Director, O'Connell Street Associates; *former Chair, ASPI and Woomera Prohibited Area Advisory Board; former Board Member, Cover-More Group, Australian-American Leadership Dialogue and The Ethics Centre; former Member of the Advisory Board, Crescent Capital and Veolia ANZ; former Senator for NSW; former National President, Australian Labor Party.*

07. Board Members



Andrew Low

Chair, Australia British Chamber of Commerce, Cobden Reid, Genea Biomedx, Advance; Director, Trust Bell Shakespeare Company; Member of the Advisory Board, L Capital and Asia Society Australia; *former Director, Hunter Ferdinand Healthcare; former Global Head of Investment Banking, CLSA; former Chair, CLSA Australia and PRP Group; former Head of Asia, Macquarie Capital; former COO and Chair of the Global Operating Committee, Macquarie Capital Advisors; former Co-Head, Global Financial Institutions Group, Macquarie Group; former Member, Australian Government's Takeovers Panel and Australian Government's Finance & Technology Centre Advisory Group.*



Andrew McCallum

Global Manager, Trade and Market Access, Meat & Livestock Australia (MLA); *former Group Manager, Trade Access & Market Information and International Business Manager, Trade & Market Access, Meat & Livestock Australia; former General Manager, Solutions Marketing & Research Pty Ltd; former Marketing Services Manager, North Asia, Middle East, Americas & Europe, Australian Meat & Livestock Corporation (AMLC).*



Martin Merrick

President, Volvo Group Australia; *former Senior Vice President, Retail Development, Volvo Group Australia; former Managing Director, Volvo Trucks UK; former Aftermarket Director, General Manager, Reception Engineer, Volvo Trucks UK.*



Taine Moufarrige

Representative, Servcorp; Founder and Advisor, Light Energy Australia; Director, APAC, ility; *former Executive Director and Non-Executive Director, Servcorp; former CEO, Nualight ANZ; former Member, NSW Government Investment and Export Advisory Panel and Multicultural Advisory Panel; former Strategic Business Development Partner, Cutting Edge; former Director and Chair of the Sydney Leadership Group, Youngcare.*



Robert Nicholson

Non-executive Director & Senior Advisor, Herbert Smith Freehills; Director, Port of Melbourne; Non-executive Director, Electro Optic Systems Holdings Ltd; Director, Baker Heart and Diabetes Institute; Director, Alinta Energy; Director, Landcare Australia Ltd; *former Chair, Herbert Smith Freehills; former Director, Nucleus Network; former Partner, Corrs Chambers Westgarth.*



Andre Noonan

Chief Operating Officer and shareholder, ACCIONA Australia and New Zealand; Director and Founder, Noonan Family Trust; *former Director, Geotech; former Director, ME SAFE.*



Nick Park

Vice President, Corporate Affairs Global, BHP; Manager Government Affairs, BG Group; *former Director Government Affairs, Rowland; former Director Government Affairs, Enhance Group; former Political Staffer for the Hon Peter Dutton and Senator the Hon George Brandis QC, Australian Government.*



Mark Rigotti

Managing Director & CEO, Australian Institute of Company Directors; Chair, Redkite Children's Charity; Member, Business Council of Australia; Member, Financial Services Institute of Australia; Non Executive Director, Australia Korea Business Council; *former Global CEO HSF; former Managing Partner, Clients & Industries and Head of Corporate and Banking Practice Groups, HSF; former Chair, Open Society and Common Purpose Taskforce, The University of Sydney.*



Emilio Romeo

CEO, Alfa Global; Board Member, Australian Mobile Telecommunications Association (AMTA); Chair, AMTA Finance & Audit Committee; *former CEO & Managing Director, Ericsson Australia & New Zealand; former Director across various portfolios, Ericsson Australia & New Zealand; former General Manager across various portfolios, Ericsson Australia & New Zealand.*



Simon Rothery

CEO, Goldman Sachs Australia & New Zealand; Member, Goldman Sachs Asia-Pacific Management Committee and Asia-Pacific Securities Operating Committee; Board Member, Australian Financial Markets Association, Murdoch Childrens Research Institute and Swimming Australia; Member, Business Council of Australia, Great Barrier Reef Foundation; Member, Champions of Change Founding Group; *former Co-CEO, Goldman Sachs & Partners and Goldman Sachs JBWere; former Director, UBS Australia.*

07. Board Members



John Weber

Chair, Kord Group; Board Member, AMS Group, and DIMEO; *former Chair, Airservices Australia; former Board Member, Western Sydney Airport; former Chair, Australian Business and Community Network; former Managing Partner Australia and Member International Executive Committee, DLA Piper; former CEO and Managing Partner, Minter Ellison; former External Member, Australian Customs Service Audit and Risk Committee; former Director, Horizons Program and Law Firms Australia Ltd; former Advisory Board Member, RedEye and Elevate Services.*



David Whiteley

Global Head of External Relations, IFM Investors; Member of the Department of Management and Marketing Advisory Board, The University of Melbourne; *former founding Chief Executive, Industry Super Australia; former Director, HESTA and Superannuation Trust of Australia; former Alternate Director, AustralianSuper.*



Brett Wickham

Immediate Past Managing Director, ACCIONA Energy Australia; *former Director, Engineering, Construction & Operations, ACCIONA Australia; former Director, Projects Organisation, ACCIONA Spain; former Director, Construction & Operations, ACCIONA South Africa; former Manager, Forecasting & Reliability, Victorian Networks Energy Corporation.*

08. Members

Our members include major European and Australian companies, covering almost every sector of the economy. They are united by the ambition to drive a stronger, smarter, and more sustainable future for both regions, through intensified collaboration.

Major Partners



08. Members

Corporate Partners



09. Membership and Structure

EABC Board

Duncan Lewis AO DSC CSC, Chair
Vicki Thomson, Deputy Chair
Hon Brendan O'Connor, Deputy Chair
Hon Nick Greiner AC, Chair Emeritus
Alastair Walton, Chair Emeritus
Ambassador Gabriele Visentin, Hon Member
Angus Armour
Graham Bradley AM
Julian Carrigan
Cathryn Carver
Judith Crompton
Melanie Evans
Stephen Forshaw
Peter Halliday
Brett Himbury
Justin Howden
Gavin Jackman
Stephen Johns
Richard Kirkman
Stephen Loosley AM
Andrew Low
Andrew McCallum
Martin Merrick
Taine Moufarrige
Robert Nicholson
Andre Noonan
Nick Park
Mark Rigotti
Emilio Romeo
Simon Rothery
John Weber
David Whiteley
Brett Wickham

EABC Corporate Council

Philip Aiken AM
Yasmin Allen AM
Hon Bruce Baird AM
Hon Dr Annabelle Bennett AC SC
Christian Bennett
Hon Mark Birrell AM
Hon Anna Bligh AC
Joerg Boeckeler
Vivienne Bower
Stephen Brady AO CVO
Jillian Broadbent AC
Kate Carnell AO
Joseph Carrozzi AM
Philip Chronican
John Coates AC
Jeff Connolly
Hon Helen Coonan
Philip Corne
General the Hon Sir Peter Cosgrove
AK AC (Mil) CVO MC (Ret'd)
Caroline Cox
Dr Wendy Craik AM
Charles Curran AC
Karine Delvallée
Paul de Moor

John WH Denton AO
Alexis de Pelleport
Simone Desmarchelier
Hon Alexander Downer AC
David Epstein
Håkan Eriksson
Dr Stephanie Fahey
Rachael Falk
Professor Allan Fels AO
Stephen Fitzgerald AO
David Gall
Peter Grey
Professor Francis Gurry AO
Jane Halton AO PSM
Peter Harris AO
Sir David Higgins
Sue Horlin
Air Chief Marshall Sir Angus Houston
AK AFC (Ret'd)
Belinda Hutchinson AC
Professor Duncan Ivison
Chris Jenkins
Paul Koenig
Adam Lai
Marcus Laithwaite
Dr John Laker AO
Ambassador Christophe Lecourtier AO
John Lydon
Kevin McCann AO
Paul McClintock AO
Ross McInnes
John McMurtrie AM
Greg Medcraft
Russell Miller AM
Max Moore-Wilton AC
Bruce Morgan
Hugh Morgan AC
Sue Morphet
David Neal
Hon Dr Brendan Nelson AO
Hon Kelly O'Dwyer James Palmer
Dr Martin Parkinson AC PSM
Hon Mike Rann AC CNZM
Pedro Rebelo de Sousa
Hon Andrew Robb AO
François Romanet
Professor Mark Scott AO
Tony Shepherd AO
Xavier Simonet
Hon Warwick Smith AO
David Thodey AO
Lucy Turnbull AO
Michael Ullmer AO
Peter Varghese AO
Peter Woolcott AO

EABC Secretariat

Jason Collins, Chief Executive Officer
Jo Johns, Chief Operating Officer & Company Secretary
Caragh Heugh Johnson, Director, Policy & Institutional Affairs
Manon Koopman, Policy & Research Officer
Sarah Kostoglou, Communications & Projects Officer
Gigi De Leon, Office Coordinator

EABC Major Partners

Acciona
Airbus
BHP
Ericsson
Goldman Sachs
The Group of Eight
Herbert Smith Freehills
Kramer
IFM Investors
ING Australia
McKinsey & Company
Meat & Livestock Australia
National Australia Bank
PwC Australia
Qatar Airways
Servcorp
Siemens
Thales Group
Veolia
Volvo Group Australia

EABC Corporate Partners

Allianz
ANCA
Astrazeneca
BDO
BNP Paribas
Fletcher Group
Flying Whales
Frequentis
Future Fund
Goodman Group
HWL Ebsworth
Investment NSW
Kreglinger
Lumination
Monash University
Novartis
Novo Nordisk Australia
Property Council of Australia
QBE Group
Safran Group
Screen Producers Australia
SEC Newgate
Telix Pharmaceuticals
The University of Sydney
Virgin Australia
Visa
Vulcan Energy Resources
Woolworths Group
Worley
ZEN Energy

EABC Charter & Associate Members

Austrade
Australia-Hungary Chamber of Commerce & Industry
Australian British Chamber of Commerce
Australian Croatian Chamber of Commerce NSW
Australian Institute of Company Directors
Australian Maltese Chamber of Commerce
ANU Centre for European Studies
Australian Serbian Commerce Chamber
British Consulate-General
Business Council of Australia
Business France
Centre for Strategy & Governance
Consulate-General of Austria
Consulate-General of the Czech Republic
Consulate-General of the Republic of Croatia
Consulate-General of Denmark
Consulate-General of France
Consulate-General of Greece
Consulate of the Republic of Latvia
Consulate-General of the Republic of Lithuania
Consulate-General of Luxembourg
Consulate-General of the Netherlands
Consulate-General of the Republic of North Macedonia
Consulate-General of Portugal
Consulate-General of Romania
Consulate of the Republic of Slovenia
Czech-Australian Chamber of Commerce
CzechTrade
Danish Connect
Delegation of the European Union to Australia
DutchLink
Embassy of the Republic of Bulgaria
Embassy of France
Embassy of Georgia
Embassy of the Republic of Hungary
Embassy of Italy
Embassy of the Kingdom of the Netherlands
Embassy of the Republic of Poland
Embassy of Portugal
Embassy of the Slovak Republic
Embassy of the Republic of Slovenia
Embassy of Sweden
Export Council of Australia
Finland Australia Chamber of Commerce
Flanders Investment & Trade
French-Australian Chamber of Commerce & Industry
German-Australian Chamber of Industry & Commerce
Hellenic Australian Chamber of Commerce & Industry
High Commission of the Republic of Cyprus
Invest Northern Ireland
Irish Australian Chamber of Commerce
Italian Chamber of Commerce & Industry in Australia
Italian Trade Agency
Netherlands Chamber of Commerce Australia
Norwegian Australian Chamber of Commerce
Polish Australian Chamber of Commerce
Portuguese Australian Chamber of Commerce
Royal Belgian Embassy
Royal Danish Embassy
Slovenian Australian Chamber of Commerce
Spanish-Australian Chamber of Commerce & Industry
Swedish Australian Chamber of Commerce
SwissCham Australia
Trade Council of Denmark
UK Department for International Trade
Wallonia Export-Investment Agency





European Australian Business Council
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