



Co-Presidents' letter

How time flies - we are nearly one year into our Presidency and are proud to report back on a number of initiatives discussed at last year's Annual General Meeting.



NPF awardees and officials 2015

As we mentioned last year, our focus will be on both **philanthropy** and **fellowship**. The 2014 Annual Report for HCA Philanthropy (released in May 2015), reported our contribution to scholarships and fellowships exceeded \$300,000. With those funds we were able to support three Menzies Scholars, four Australia Harvard Fellows, six school principals, three Wolfensohn Fellows (part-funded by Jim Wolfensohn), a Roberta Sykes Scholar, and two Non-profit Fellows (funded by Bill and Lea Ferris).

The main driver of our philanthropic efforts continues to be our **Leadership Program**, held this year from July 26th to July 31st. The subject "Leading in Turbulent Times" was presented by Professor Joshua Margolis (lead professor) and Assistant Professor Ryan Buell to a class of over 80, the largest cohort in many years. There was a star line up of guest speakers including Alan Joyce, Kim Williams, Holly Kramer and Charles Carnegie. We are pleased to

announce the winners of the **Clive Gard Scholarship** to attend the Leadership Program this year- Joanna Brand (Queensland) and Joanna Marsh (NSW). They were selected on the impact that the scholarship will have for their careers at this point in time, as well as, their capacity and ideas to make a contribution to the Harvard Club of Australia. The Non-Profit Leadership Program, presented by Professor Joshua Margolis, was also a sold-out success.

Our program of events to promote fellowship amongst Club members has had a strong start to the year. Fourteen events were held around the country in the first half of 2015, with nine more planned for the second half (and several more in the pipeline) - stay tuned. On June 25, we met and fare welled new admits to Harvard who are pursuing various degrees across the campus in the year ahead, some with our philanthropic support through the Menzies.

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ANNOUNCEMENT

Harvard Club of Australia
53rd Annual General Meeting & Dinner
Australia Address Special Guest Speaker
Dr Ian Watt AO

Date: Thursday 27 August
Time: 6.00pm - 10.00pm
Venue: Museum of Contemporary Art
(Quayside Room),
140 George Street, Sydney
Price: \$125.00
Includes 3 course dinner & drinks
Dress: Lounge Suit

Join us for one of the Harvard Club's most popular events. Hosted by Co-Presidents Lisa George and Naomi Flutter, we are honoured to have Dr Ian Watt AO as our guest speaker.

Dr Watt has had a distinguished career of 30 years in the public service which culminated in his position as the Secretary of the Department of the Prime Minister and Cabinet and head of the Australian Public Service from which he resigned in November. Dr Watt served Prime Ministers Gillard, Rudd and Abbott in this role. Prior to this Dr Watt was the Secretary of Defence, Finance and Administration and Communications, Information Technology and the Arts. Dr Watt is a fellow alumni, having undertaken the Advanced Management Program at HBS.

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We also launched our new **mentoring program**, stewarded by Yu Zhang and Joanna Marsh. The goals of the program are to:

1. allow recent graduates starting out in their careers to receive practical guidance and advice on career path and challenges;
2. support graduates of Harvard in coming back to Australia;
3. foster links between Australian Harvard alumni of different generations; and,
4. keep alive the relationship to Harvard and Harvard Alumni.

The program is off to a strong start with seven mentor/mentee matches in a variety of sectors ranging from government, to medical entrepreneurship and environmental sustainability. We look forward to reporting back on this program as it develops in the year to come.

Finally, those of you who attended this year's Non-Profit Luncheon in June will be aware that **Ted Blamey** is stepping down as Chair after 15 extraordinary years at the helm. The Fellowship was Ted's brainchild and, together with the generous philanthropic support of Club member Bill Ferris and family, has now supported 36 exceptional non-profit CEOs to attend "Strategic Perspectives in Non-Profit Management" at the Harvard Business School. This program has been the lynchpin of our Club's philanthropic activities and created the foundations for many other community initiatives within the Club in subsequent years. On behalf of the Club, we would like to sincerely thank and pay tribute to Ted for his significant contribution.

In closing, we would like to remind all members to renew their membership for 2015. Over 360 of you have done so (thank you!) but there is more work to be done to reach our target of 700 by the end of the year. It is only through a vibrant and engaged membership can the Club continue its strong tradition of philanthropy and fellowship. To that end, we welcome any ideas and suggestions the membership have towards these two goals.

Naomi Flutter and Lisa George

News From Around Australia

ACT In Conversation with Dr Ian Watt AO, Canberra

ACT Club members welcomed Dr Ian Watt AO for lunch at the National Press Club in March 2015. Dr Watt has had a long career in the Australian Public Service, including as Secretary of several Departments and retired in November 2014 as Secretary of the Department of Prime Minister and Cabinet.

Dr Watt delivered a lively talk over lunch about his many years in the bureaucracy and how political and citizen expectations of the APS and policy development have changed. We also heard stories of great and not so great ideas that had been proposed from both sides of politics. Dr Watt fielded many questions from Club members and provided thoughtful and nuanced answers.

Jamie Snashall

Queensland Lunch with Bob Gee, Assistant Commissioner, Queensland Police Service, Brisbane



On Monday 30th March, the Queensland Chapter hosted a lunch of 30 members and guests with the HCA 2013 Sir James Wolfensohn Scholarship recipient, Bob Gee.

Bob is an Assistant Commissioner of the Queensland Police Force, currently responsible for Operational Capability Command. He has been responsible for a number of significant change initiatives at the Queensland Police Force, and gave a most interesting address on "Lessons learned while changing a 150 year old

institution." It was clear that he has put his time at Harvard to good use. Bob's talk covered a wide range of issues including the increasing alignment of public and private sector challenges, the power of big data, community preferencing and leadership development, with references as to how these were harnessed to improve performance and outcomes at the Queensland Police Service.

The vote of thanks was given by John Swinson, Managing Partner of Mallesons, who particularly noted the generosity of the Queensland Police Service in supporting the event with sponsorship.

**David Henderson, Convenor, HCA
Queensland Chapter**

Western Australia Zone Conference

A number of WA Harvard Club members and alumni were pleased to attend the *In the Zone Conference* on 1 May 2015 at the University of Western Australia. In its 5th year, the theme this year was "Looking North, Thinking East, Facing West." Perth is well positioned. The Conference brought together a group of outstanding speakers and thinkers including the Hon Colin Barnett MLA, Premier of Western Australia, and the Hon Julie Bishop MP (a Harvard Club Member) and the Australian Foreign Minister. The University, in conjunction with *In the Zone's* principal partner the Perth USAsia Centre, launched the second edition of its *Smart Power* publication. A panel of leading commentators, including Paul Kelly, Editor-at-Large of the *Australian*, Professor the Hon Stephen Smith, Director of the Perth USAsia Centre, Krishna Sen, Professor of Indonesian Studies and Dean of Arts at UWA, and Gordon Flake, CEO of the Perth USAsia Centre, discussed the changing nature of social, political and economic relationships in Indonesia and the rest of the zone.

Elizabeth Carr

Senior Leaders' Luncheons

February

HCA Senior Leaders Luncheon with David Thodey, CEO, Telstra "Aligning Culture with Strategy"



Senior Leaders Lunch, Left: Justin Greiner, Right: David Thodey

On the 19th February, the Club was delighted to welcome Telstra CEO, David Thodey to a sell-out lunch hosted at the offices of JBWere.

David's talk focused on innovation, truly understanding the client and the acceleration of artificial intelligence. Describing the next century as the "century of the consumer not the institution," he argued that organisations will need to rethink how they operate to be successful. The majority of organisations are rule based and hierarchical yet that's the opposite of what is required to generate a culture of innovation. Looking ahead, organisations will want to foster a culture of responsiveness to the client's needs if they are to remain competitive.

He also discussed the acceleration of artificial intelligence pointing to "Alexa" from Amazon and Watson from IBM. Telstra has invested heavily in venture capital groups both in Australia as well as in Israel, China and Singapore and Thodey discussed the learnings from these initiatives with the club. Finally, he made some observations about the importance of teaching his staff to think innovatively and the use of "idea hubs" to make that happen.

As a postscript, the event concluded with a 30 minute Q & A, which must have been extraordinarily gruelling because the next day David announced his retirement as CEO. The Club was very appreciative of David's time to attend the lunch.

Justin Greiner

April

Senior Leaders Lunch with the Hon Nick Greiner AC, "What (should be) next for NSW"

On the 1st of April, the Club was delighted to welcome The Hon Nick Greiner AO to a sell-out lunch hosted at the offices of JBWere as part of our Distinguished Speakers Series. He spoke on the topic: "Post the State Election - What's next for New South Wales?"

Nick covered aspects of the recent NSW campaign, the role of Mike Baird in establishing the credentials to win a mandate for reform and the future of the Opposition parties.

Off the back of the Queensland and Victorian elections, Nick discussed the electorate's appetite for reform. If the NSW electorate had rejected the poles and wires sale, he argued that we would not have seen broad based reform taken to an election for the next twenty years. Now that the NSW Government had been re-elected, all states across Australia will watch how the sale is managed and what the funds are going to be spent on. He nominated Infrastructure, Transport and Health as key areas for investment over the next term of the Government.

When put on the spot in Q&A, he forecast that given the fall in Labor's primary vote, the Opposition needed to rethink the agenda they take to the electorate over the next four years. Otherwise, this election could set up the Coalition for two terms as long as they executed on their agenda.

The Club appreciated Nick (MBA '70) making himself available to speak at the lunch.



Nick Greiner

Justin Greiner

News from the Region

The Harvard Alumni Association (HAA) - Asia Pacific Meeting in Beijing, March 2015

A perspective from Naomi Flutter –

I arrived in Beijing by very, very fast train from Shanghai on Friday 13 March, the final day of the People's Congress' meeting and first day of the Harvard Alumni Association's Asia-Pacific Leaders Meeting.

As a Sino-novice, Beijing held many surprises for me. The first took the form of big, broad blue skies! There was no sign of that famous, impermeable pollution. As it turned out, this is because local factories are "asked" to close when the Congress meets (and the smog parts on cue). The command and control economy is alive and well.

The HAA APAC meeting was hosted by the Harvard Club of Beijing - whose executive arranged, alongside the meeting, a fabulous program including magnificent dinners and visits to the Forbidden City and Great Wall.

The meeting was chaired by Cynthia Torres - the President of the Harvard Alumni Association. Representing Australia with me were Peter Hasko, our Past President (2010-2012) and current Regional Director for APAC on the HAA Board, and Alice Hill, a member of the HCV Council.

In total, around 40 individuals attended the meeting - including executives and office bearers of the HAA, and representatives from alumni associations in China, Indonesia, Japan, Korea, Malaysia, the Philippines, Singapore, Taiwan, Thailand and Vietnam. Interestingly, Russia also attended - having apparently had a falling out with the clubs in Europe, as European-Russian relations deteriorated in recent years.

For me, it was fascinating to learn more about the many, varied ways in which the reach of Harvard University extends beyond Cambridge and the US, and into our region. Discussion focussed around a lot of the issues that are a core focus for the HCA Council - like how to grow membership, what kinds of events resonate best with members, strategies to support linkages into the University, and



Above: Attendees at the 2015 HAA Asia Pacific Regional Meeting, Beijing, China



Left: Drew Faust, President, Harvard University; Peter Hasko, HAA Regional Director; and Naomi Flutter, Co-President, HCA

ideas to 'give back' to the community.

I came away from the meeting confident that, in Australia, we are doing a really good job across all of these issues. Everyone marvelled at our scholarship programs, which last year supported around 20 people to pursue degree and non-degree programs at Harvard. In this regard, it was clear that we are very fortunate to have a longstanding relationship with HBS around our annual Leadership Program - because this delivers the funding for our scholarships. The Leadership Program is relatively unique within the region.

There was great interest in our new mentoring program, managed by Joanna Marsh (HCA Secretary) and Yu Zhang (HCA Councillor), and a couple of other clubs have since asked for some guidance around how to set up a program like this.

Some of the amazing initiatives and events driven by other clubs include:

- Malaysia - all new admittees to Harvard College are given a laptop;
- Thailand and Indonesia - these Clubs have held events with their head of state (the King and President);
- Melbourne, for HCV - all scholarship recipients are required to become members of their Club;
- Several clubs hold "speed dating" functions - where more recent graduates connect with and learn from "experienced" Club members; and
- Most clubs run book prizes - which seems like a clever way to build

awareness around opportunities for undergraduate study at Harvard.

A common theme for everyone is membership. Some clubs - like Cambodia - have only a few dozen members. Others like the various Chinese clubs are flourishing - as Harvard admits more and more Chinese students across the University. Interestingly, HCA clearly has a "high water mark" around membership criteria - for instance, most clubs don't have a minimum six week requirement (which clearly excludes attendees at all of the University's executive education programs other than a few HBS courses). We have a "soft" six week criteria. Membership criteria is something that Lisa and I will raise at our forthcoming AGM, where we hope to make, at a minimum, all our scholarship recipients eligible to join HCA. This also aligns nicely with our current membership drive - and the goal of reaching 700 members by year end.

To close the meeting, we were treated with a large "Your Harvard" function - attended by 500+ people and hosted by Harvard's President, Drew Faust. Before the function, Drew took some time to meet all of the club Presidents - and we three Aussies took the opportunity to take a quick photo. There have been a series of "Your Harvard" functions around the globe - they are focussed on building the university's brand and networks, something they seem to do extremely successfully!

Naomi Flutter, Co-President of HCA

Monday Club

MARCH

Michael Reid, "The current trends in the Australian Art Market & the Rise of Contemporary Photography."



Michael Reid

In a colourful, flamboyant and insightful talk, art expert, Michael Reid, got the Monday Club off to a great start for the year on the 2nd of March. With fantastic images, he outlined the history of Australian art, its changing relationship to Australia's identity and the current prominence of photography in the digital age. Photography today is about post-production and manipulation of the moment.

He highlighted the role of Sir Joseph Banks, the godfather of Australian art; that our nation was discovered on the back of a scientific expedition. Michael drew attention to the portrayal of Australia from an Anglo-European perspective and projection onto the landscape, promotion of it as a destination and one of a country built on migration. Reid had great insights into how art has changed from promoting an idea about the country to that of the viewpoint of the artists' themselves.

The discussion was lively and highlighted how Australia didn't experience an industrial revolution in the way that their countries have.

Tempe MacGowan

APRIL

The Honourable Bob Carr, "Insights into Australia-China Relations."

To a full table on 12 April, the former NSW Premier and Foreign Affairs Minister, the Hon Bob Carr, gave an engaging overview of former and current Australian political and strategic relations with China. He focused on Australia and its

relationships with the superpowers, China and the USA. In question time, he fielded concerns about foreign investments and current issues in the Asia Pacific region.

MAY

Professor Anthony Adams AM, "Polio Eradication – the Biggest Public Health Program in History."



L to R: Sue Morey, Prof Anthony Adams and Kirthana Sharma, Monday Club Convenor

"With great difficulty," Professor Adams explained how in the year 2000 Australia was finally free of polio.

JUNE

Alex Greenwich MP, "The Current and Future Challenges Facing Inner City of Sydney."

"We get called with so many weird and wonderful issues" says Greenwich. Descendent from Russian royalty and an American mother, Alex Greenwich told how he moved from a single issue activist to serving a diverse electorate as State member for Sydney. He finds that being an independent, rather than party aligned, benefits him as he works with people and holds them accountable. He went on to tell the group, "You've got to learn how to figure out the process and see who the do-ers are." As a politician, "my interests would always be in the best interest of a stable government."



Alex Greenwich

JULY

Rodney Marks, Comedian

"Thank you for playing!" Speaker Rodney Marks, MPA '88 and Crimson Fellow, veteran Australian comedian told stories about performing comic hoaxes and acting as a corporate imposter at events. "Even comedians have ethics," he explained but they are not called to the same standards as other performers. Marks had the lunch guests laughing as he



shared stories about his work as a put-on artist booked for comic revenge.

Rodney Marks

Quotes from Monday Club attendees

"I have been an attendee for at least 5 years, and usually go to 2 or 3 of the events each year. I really enjoy the more intimate style of these events with the opportunity to engage directly with the speaker. The emergence of new organisers and energy is great."

Christopher Smith, attendee

"These club events offer a great opportunity to have a Q and A with thought leaders."

Tim Rossi, attendee

Australia-Harvard Fellowship Awards for 2015



L to R: Prof Tony Cunningham AO, Executive Director of the Westmead Millennium Institute; Prof Simon Robson, Professor of Medicine at Harvard Medical School and Chief of Gastroenterology at the Beth Israel Deaconess Medical Center; Simon Swarbrick, Finance and Mass Marketing Manager at Westmead Medical Research Foundation; Belinda Szafraniec, General Manager at Westmead Medical Research Foundation; Dr Galina Kaseko, Australia-Harvard Fellowship Program Director; A/Prof Wayne Hawthorne, Associate Professor of Surgery at University of Sydney and Director of the National Pancreas and Islet Transplant Labs at Westmead Hospital

The HCA Foundation is proud to announce the award of six new Fellowships in support of Australian scientific research. Three of them are 'inbound' (Harvard-based researchers coming to work at Australian institutions) and three are 'outbound' (Australia-based applicants who are now enabled to continue their collaborations at Harvard's laboratories). Our distinguished visitors to Australia will be:

- Professor Craig P Hunter of Molecular & Cellular Biology at Harvard's Lab of Biological Sciences. Beginning in July, he will collaborate with Dr Ken Pang for six weeks at Walter and Eliza Hall Institute of Medical Research in Melbourne.
- Associate Professor Kathleen Sweadner and Dr Elena Arystarkhova are both from the Harvard Laboratory of Membrane Biology at Massachusetts General Hospital and will jointly collaborate with Dr Gemma Figtree, University of Sydney Professor of Medicine at Royal North Shore Hospital.

The three Australian Fellows heading to Harvard are:

- Professor Karol Miller, PhD, DSc, is the Winthrop Professor of Applied Mechanics at the University of Western Australia. He will work with Professor Ron Kikinis, Director of Surgical Planning, Department of Radiology at Brigham & Women's Hospital, Boston.
- Associate Professor Wayne Hawthorne, MD, PhD, is Associate Professor of Surgery at the University of Sydney, as well as, Director of the National Pancreas and Islet Transplant Labs at Westmead Hospital. At Harvard Medical School, he will extend his collaboration with Professor Simon Robson, MB,ChB (MD equivalent), Liver, Transplantation and Vascular Biology Centers, Beth Israel Deaconess Medical Center, Boston.
- Dr Paul Jackson, PhD, is an Australia Research Council Future Fellow based at the University of Adelaide's Particle Physics Group. He will continue his collaboration with Dr Chris Rogan at Harvard's Physics Labs.



Prof Mathew Vadas, AO and Dr Galina Kaseko

These awards bring the total number of Australia-Harvard Fellowships granted since the program's inception in 2004 to 55. Also, we are delighted to welcome Professor Mathew Vadas AO as Chairman of Australia-Harvard Fellowship program to replace retiring chairman John Turner. Another very welcome newcomer to the Fellowship team is Dr Galina Kaseko GMP'12, CEO of Anthrocell Pty Ltd and Executive Director of the Stephen Sanig Research Institute. Galina will help Mathew to monitor Fellows' projects and to promote their interactions with the Harvard Club and its members across Australia.

Scoti Albrecht

2015 Non-profit Fellowship Awards with Annual Non-profit Leadership Address



L to R: Bill Ferris and Ted Blamey

The 23rd of June welcomed another wonderfully successful Non-profit Fellowship Awards event on Tuesday, with both winners Matthew Miles and Kate Thiele speaking with much passion and warmth about their awards and their anticipation of the experience that awaits them at the Harvard Business School.

Ted Blamey announced that Bill Ferris and his family will generously increase their annual funding to \$12,500 AUD per Fellow, a magnificent extension of their 20-year commitment to this HCA program. This enables awardees to cope with the weaker Australian dollar and also to fund visits to kindred organisations in North America.

Ted's also concluded the event with the announcement that would be stepping down after 15 years at the helm of the Non-profit Awards. Lisa George, currently co-President of the Club and the Global Head of the Macquarie Group Foundation, has agreed to become Chairman of the HCA Non-profit Fellowship Program for 2016 and beyond.

Thank you Ted for your diligence, integrity and passion in the leadership of this vital component of the Club.

The keynote address was given by Simon McKeon AO, Corporate, Non-profit and Government Advisory Board Chairman, Philanthropist



Wolfensohn Scholarships for 2015

Following short-listing by the committee of Elizabeth Carr, Kimberly Everett, David Fite, Scoti Albrecht and myself, the interview panel of Peter Thomson, Joanna White, Naomi Flutter and myself met to interview the short listed candidates.

The following final candidates were selected:

- Katarina Carroll, Commissioner/CEO, Queensland Fire and Emergency Services, *Senior Executive Fellows*
- Michael Manthorpe, Deputy Secretary, Commonwealth Department of Immigration and Border Protection, *Senior Executive Fellows*
- Frances Adamson, Ambassador - China, Commonwealth Department of Foreign Affairs and Trade, *Leadership for the 21st century: Chaos, conflict and courage*

I would like to especially thank the short-listing and interviewing panel members, for their time, insight and judgement.

Luke Woodward

Menzies Scholarships to Harvard Announced

A Mandarin-speaking future foreign minister, a budding social entrepreneur and a leader with a fierce determination to address rising inequality in Australia are heading to Harvard University.

The thing all three have in common is a clear commitment to social equality, backed up by action.

Australian diplomat and lawyer, Patrick Mayoh, 27, lives in Canberra and is equally comfortable speaking Mandarin with world leaders as he is volunteering with St Vincent de Paul's night patrol van with the homeless. Patrick is a policy officer with the Department of Foreign Affairs and Trade with the UN Security Council Taskforce. Patrick will study a Masters in Public Policy at the John F Kennedy School of Government and intends to use his strong China expertise and US public policy training to shape Australia's engagement with both the US and China. He has worked in voluntary roles in Cambodia, Ghana and as an Executive Member of the Wadjularbinna Foundation

to foster exchanges between Indigenous and non-Indigenous Australians.

A business analyst with McKinsey & Co in Sydney, 26-year-old Andrew Thomas is already successfully managing a thriving, community-based sustainable enterprise, the Manjeri School Project Ltd, which has raised over \$400,000 in five years for a 300-student school in Uganda. He plans to use his MBA in Social Entrepreneurship from the Harvard Business School to establish the fledgling social enterprise and impact investing sectors in Australia. Andrew graduated with First Class honours in Law and Economics from the University of Sydney, winning the University medal for economics and achieving the second highest ranking in law.

Matthew Tyler, 33, of Melbourne, is a policy advisor to Labor MP, Clare O'Neill. Once he has completed his Masters in Public Policy at the John F Kennedy School of Government, Matthew has a fierce determination to become a public

sector leader and oversee policies that address rising inequality in Australia. Experience has shaped this ambition as Matthew was a Research Assistant on an Australian Research Council grant to understand Indigenous men's health in the Kimberley in 2011-12. He also completed a voluntary internship with the International Initiative for Impact Evaluation in New Delhi and has also been an advisor to the Global Poverty Project. Matthew was awarded the Monash University Medal for Academic Excellence when he was studying economics in 2012.

These three outstanding performers have been awarded this year's RG Menzies Scholarships to Harvard. The Harvard Club of Australia Menzies Scholarship has been 55% funded this year by endowment funds contributed by HCA members in Australia and the USA, 33% by the Harvard Business School class of 1970, and the balance by the Menzies Foundation.

Chris Smith

Hugh Passmore Monash Scholar

Hugh, recipient of the 2015 Harvard John Monash Scholarship, has a Bachelor of Economics from Macquarie University and a Bachelor of Asian Studies with 1st Class Honours and the University Medal from the Australian National University.

Hugh is passionate about strengthening Australia's engagement with Asia, and has supported this through his work as a policy adviser in the Department of the Prime Minister and Cabinet, a co-founder of the Australia-Indonesia Youth Association, a development volunteer in Indonesia and Timor-Leste, and in his current role as Manager of Strategy for Asialink. He participates in a wide variety of sports, speaks fluent Indonesian, and is currently learning the ukulele.

Hugh will study for a Masters of Public Policy at the Harvard Kennedy School. He plans to major in international relations, with a particular emphasis on Southeast Asia, working from the Kennedy School's Belfer Centre, the top-ranked 'university-based' think tank in the world. Upon completing his Masters, Hugh plans to work in both the government and non-government sectors focusing on how Australia can most effectively capitalise on the opportunities of the Asia-Pacific region.

The Harvard John Monash Scholarship is sponsored by Mr John Roth and Ms Jillian Segal AM

Harvard Mentoring Program

The program kicked off to a great start! We have an amazing group of Mentors & Mentees this year. The pairs have been carefully matched, and are now starting their relationships. A launch event was held in July so that everyone could meet in person and to plan forward to how the program will develop over the year.

For any questions, comments or suggestions, please contact Jo (joanna.marsh@lendlease.com) or Yu (Yu.Zhang@allens.com.au).

Joanna Marsh