



## 2025-2026 Mission-Based Compact Between the Commonwealth of Australia and Monash University

### Purpose

This compact is an agreement between the Commonwealth and the University. Entering into a Compact is one of the quality and accountability requirements, which a higher education provider must meet under the *Higher Education Support Act 2003* (HESA) as a condition of receiving a grant. Specifically, subsection 19-110(1) of HESA requires that Table A and Table B providers must, in respect of each year for which a grant is paid to the provider under HESA, enter into a Mission-Based Compact with the Commonwealth for a period that includes that year.

All strategies should provide qualitative and/or quantitative measures of assessment.

### Mission and Strategic Planning

#### MISSION

Monash University is the University of social and technological transformation to meet the challenges of the age for its aspiring communities and industries. This founding mission is continued today as a research-intensive University based in outer metropolitan Melbourne (with campuses in Frankston, Caulfield, Parkville, Bendigo and Churchill), and as Australia's University of the Indo-Pacific with thriving campuses in Malaysia, Indonesia and Italy, and joint graduate schools in India and China.

#### STRATEGIC PLANNING AND OUTCOMES

[\*Impact 2030\*](#) sets the institution's strategic direction and is enacted through an annual Implementation Plan that defines yearly priorities and tracks progress against strategic objectives, with mid-year and annual reports submitted to the University Council.

Progress in 2025 and 2026 will be delivered through our continued focus on being excellent, international, enterprising and inclusive, aligned to five key outcomes:

- 1. Monash is an international campus network and interconnected across the Indo-Pacific and beyond, and embedded in the communities we serve.***
- 2. Monash is home to excellent discovery, innovation and translational research to meet the challenges of the age for the betterment of people and the planet.***
- 3. Monash is sought after for its excellent education and immersive student experience in service to our communities and the world.***
- 4. Monash champions Indigenous voices, knowledge and advancement.***
- 5. Monash operations are the exemplar of sustainable, ethical and well-governed practices.***

## KEY PERFORMANCE INDICATORS

Performance will be measured via KPIs aligned to strategic objectives and reported to Council, including:

- Education and research performance:
  - Research rankings;
  - Research awards;
  - Research publications and outputs;
  - Teaching reputation;
  - Unit health evaluation; and
  - Unit success rates.
- Student experience, measured through various KPIs, (domestic, international and equity cohorts, and the wider-sector):
  - Various internal and external departmental-led surveys ([QILT](#) and [SETU](#));
  - Program-specific evaluations;
  - Graduate employment outcomes;
  - Success and retention rates;
  - Access and success of socio-economically disadvantaged groups; and
  - Student mobility.
- Diversification metrics, with sector and international comparisons:
  - Student equity participation and success;
  - Student load across student cohorts, for both commencing and returning students;
  - International student source countries;
  - Course levels; and
  - Growth in transnational education partnerships.

## NATIONAL AND SECTOR PRIORITIES

### Workforce and Skills:

The University will support workforce development and deliver on Australia's future skills, particularly across critical areas of need in healthcare, nursing, teaching, social work, engineering, and digital:

- Support of nursing and allied health across the regional workforce – through clinical placements and employment opportunities: 17,600 student placements, including over 1,900 student placements in regional areas. For example, the Monash School of Rural Health;
- Workforce/skills uplift for AUKUS Pillar 1 (nuclear-powered submarine capability) and AUKUS Pillar 2 (advanced technological collaboration), anchored by the University's advanced engineering and manufacturing expertise;
- The provision to ALL UG students of Work-Integrated Learning (WIL) and Industry-based Learning (IBL) opportunities, advancing graduate employability outcomes;
- Flagship Rich Educational Experiences (FREEs), providing ALL UG students with global immersion (fully funded), research and volunteering experiences;
- Equity and engagement, supporting inclusive opportunities, improving women's representation in STEMM careers, reducing barriers to Indigenous employment, and enhancing inclusion for transgender and gender-diverse staff; and
- Advancing research that supports future skills. For example, through the deployment of MAVERIC, a supercomputer aimed at strengthening sovereign capabilities across the research

and development pipeline, and EMERGE @ Monash, a global recruitment initiative supporting outstanding mid and early-career researchers.

#### **Ensuring Student and Staff Safety:**

Monash is a sector leader in student and staff safety and inclusion:

- Our [Gender-based Violence and Sexual Harm Prevention and Response \(2024-2030\)](#) strategy, the supporting action plan, [Prevention and Response Action Plan 2024-2025](#), will improve prevention and response efforts;
- Implementation of the National Higher Education Code to Prevent and Respond to the Gender-based Violence Act 2025. The University has formed a [National Code Taskforce](#) chaired by the Vice-Chancellor, involving student leaders, senior executives and subject matter experts to ensure compliance;
- Our dedicated [Safer Community Unit \(SCU\)](#), will provide impartial advice and response to reports and disclosures of concerning, threatening, and inappropriate behaviour; and
- Leading the sector in addressing the nature and experience of antisemitism, Islamophobia, and related prejudice on University campuses through a two-year [Campus Cohesion Research Program](#) launched in November 2024, aimed at practical solutions for campus safety and unity. Additionally, University academics - Associate Professor David Slucki and Dr Susan Carland - have been providing sector-wide support to assist institutions in responding to these matters.

#### **Countering Foreign Interference:**

- The University manages foreign interference risks consistently with the [University Foreign Interference Taskforce \(UFIT\) Guidelines](#).
- Oversight of foreign interference risk management is provided by the University's Transparency and Integrity Committee, which advises the University's senior executive group ('Vice-Chancellor's Group').
- All international partnerships are governed by the University's International Partnerships Policy suite (to be released on 1 November 2025) and assessed for foreign interference, geopolitical and regulatory risks. New proposals undergo internal due diligence, with high-risk cases referred to the Transparency and Integrity Sub-Committee (a subset of the Transparency and Integrity Committee). High-risk cases are also discussed as appropriate with the relevant Commonwealth agencies, notably the Department of Foreign Affairs and Trade's (DFAT) Foreign Arrangements Taskforce and the Counter Foreign Interference Co-ordination Centre within the Department of Home Affairs.

#### **Cyber and Data Security:**

- The University has a dedicated Group Chief Information Security Officer (GCISO) responsible for monitoring and managing the University's cyber risk profile and incident response.
- Project Reach, the University's current three-year Cyber Security Strategic Plan 2024 to 2026, is underway, focusing on mitigating risks in the digital supply chain and building resilience across the University's controlled entities (beyond Australia). The previous Cyber Security Strategic Plan 2021-2023 provided a major uplift of the University's cyber security maturity in Australia.
- Additionally, the University has strengthened commitments to data security, meeting international standards for information security, including with ISO27001 certification.

### **Upholding Freedom of Speech and Academic Freedom:**

- The University's commitment to freedom of speech and academic freedom is embedded in the [Monash University Act 2009](#).
- The University also has an overarching [policy](#) on Freedom of Speech and Academic Freedom that upholds the principles of the Model Code for the Protection of Freedom of Speech and Academic Freedom.

### **Strategies for Improving Equality of Opportunity in Higher Education**

Monash aims to be recognised as Australia's leading university for driving social mobility. The University offers a range of pathways and programs, scholarships and support, and targeted academic initiatives to foster success across our diverse student community. Monash's commitment to supporting students from underrepresented backgrounds is detailed in the following strategies:

- [Equity, Diversity and Inclusion \(EDI\) Framework, 2022-2030](#);
- [Aboriginal and Torres Strait Islander Framework: 2019-2030](#); and
- Student Experience Plan: 2025-2028.

Key priorities include, but are not limited to:

**Equity Scholarships:** Monash is committed to reducing financial barriers to university study through one of the largest equity scholarship programs in Australia ([Kummargi Yulendj](#)), which includes guaranteed scholarships for all commencing students who meet entry requirements and are experiencing financial disadvantage or identify as Aboriginal or Torres Strait Islander. Our scholarships provide targeted support to these students through higher value scholarships over longer periods of time to ensure they have financial predictability, as well as a series of wraparound supports to facilitate success.

**Access Schemes:** Monash has a [range of entry schemes](#) that expand access to the University for students from underrepresented backgrounds who qualify under reduced minimum entry requirements. Recent changes to our flagship entry scheme — the Monash Guarantee — will strengthen this commitment by more precisely targeting support to students from the most disadvantaged backgrounds in 2026.

**Indigenous Access and Success:** Monash is committed to increasing Aboriginal and Torres Strait Islander participation through targeted initiatives. These include an enabling pathway for students without standard entry requirements, and a strong schools and community outreach program. Once enrolled, Indigenous students receive comprehensive academic and pastoral support, including tutoring, textbook provision, and tailored assistance informed by learning analytics. Orientation camps, cultural events, and social activities further foster connection and belonging. Through these programs, Monash aims to create a culturally supportive environment that promotes Indigenous student access, retention, and success across all stages of the higher education journey.

**Student Transition and Support Programs:** A suite of student transition and support programs ensures students from underrepresented backgrounds are equipped with the skills, resources and confidence to thrive throughout their university journey. Tailored first-year transition programs centre around the development of core academic skills, and span across faculties and support services. Our Peer Mentoring program, available to all commencing undergraduate students with targeted activities and support for students from disadvantaged backgrounds, further supports transition to university, enhancing student sense of belonging. This is complemented by Monash's Peer Assisted Study Sessions (PASS) program, which provides in-unit, peer-based support for students, with demonstrated success in enhancing academic performance.

## **Key Targets**

The University aspires to achieve the following equity targets in 2026:

| Measure  | 2026 Target | Data source                |
|--|-------------|----------------------------|
| Access rate for Indigenous undergraduate students [1]                    | 1%          | Government submission data |
| Access rate for low-SES undergraduate students [2 and 3]                 | 10%         |                            |
| Academic success rate for low-SES undergraduate students [4]             | 90%         |                            |
| Access rate for regional/remote undergraduate students [5]               | 8.5%        |                            |
| Academic success rate for regional/remote undergraduate students [4 & 5] | 90%         |                            |

[1] The access rate is defined as the proportion of Indigenous students commencing domestic undergraduate enrolments.

[2] The access rate for low SES is commencing domestic undergraduate enrolments.

[3] Low-SES students are defined as those with a home address in the bottom 25% of the national socioeconomic distribution (with a population adjustment for those aged 15-64), based on SEIFA 2021 (ABS).

[4] The academic success rate is defined as the proportion of actual student load (EFTSL) for units of study that are passed divided by all units of study attempted (passed + failed + withdrawn).

[5] Regional/remote students are defined based on the remoteness structure of the 2021 Australian Statistical Geography Standard (ABS).

## **Strategies for Improving Teaching and Learning**

### **STRATEGY: Improvement of Unit Quality and Student Feedback**

Student feedback shapes continual improvement of teaching and learning at Monash. We are committed to increasing the number of units with high satisfaction ratings and ensuring that the proportion of units rated as needing critical attention remains low.

Across every unit, in three major survey rounds per year, we collect student feedback on units. This feedback is used in ongoing monitoring of units, courses and teaching, and to identify and take action on areas requiring improvement. This will be reported to the Academic Board and will ensure that:

- Attention is paid to units that have a high failure rate (as defined as more than 15 per cent of students with a fail grade); and
- The attention and actions put in place with educators contribute to a positive reduction in units with high fail rates.

### **STRATEGY: Supporting Excellent Teaching and Learning**

#### **Programmatic Assessment Review**

The University-wide programmatic assessment initiative is designed to integrate AI and strengthen integrity of assessment practices across all coursework programs. Taking a holistic approach to assess

student capabilities across an entire program, rather than as a sum of assessment across individual units.

Key outcomes will include:

- Improved Course Learning Outcomes (CLOs) across disciplines;
- Authentic assessment design and transparent integration of AI; and
- Development of capability-building resources, policy recommendations, and scalable strategies for continuous improvement ahead of the broader implementation.

### **High Fail Units Project**

Monash continues to implement targeted strategies to improve student success, with a particular focus on units that have historically recorded high failure rates (>15 %). Biannual reviews of unit performance with action plans to target teaching quality, unit design, or both. Since 2021, the number of high-failure units (HFUs) has declined by more than 60 per cent. The proportion of HFUs decreased from 7.1 per cent in 2020 to 4.4 per cent in 2024.

### **Ensuring Academic Progress Project**

Academic Progress Support is a key mechanism for identifying and supporting students who may not be meeting course requirements. It involves reviewing student performance against specific criteria, such as failing one or more units, failing 50 per cent or more of enrolled credit points or repeated unit failure. In the most recent review period of 2024, only 9.6 per cent of students triggered academic progress notices, continuing a downward trend. A total of 983 tailored recommendations were made to students who received these notices, most commonly for course advice, Student Academic Success, disability support and counselling.

### **Support for Students - Early Outreach**

Monash's early outreach program remains a cornerstone of our academic support strategy. By identifying students at risk of not passing their units early, we proactively reach out before the census date and give them time to seek support and make informed decisions about their enrolment. Each year about 4,000 students are contacted as part of the outreach campaign.

### **Monash Study App**

Students are able to access support services through the Monash Study App as well as their results, timetable and other key information.

### **REVIEWING PERFORMANCE AGAINST THE SECTOR**

Monash takes an evidence-based approach to our student support offerings, ensuring that the support services the University offers are in line with student needs. Analysis of QILT is undertaken annually, with a specific focus on the student support areas and students' qualitative feedback. The experiences



and support needs of specific cohorts are a key focus of this analysis which is tabled at senior University committees, and used to drive actionable change to student support activities.

Student academic performance will be analysed after each major teaching period with a focus on specific student cohorts (e.g. Indigenous, low SES, disability). If academic performance gaps are identified, timely and concurrent strategies are developed and implemented to address gaps, beyond annual reporting and review referenced above. This may involve developing new student support programs or modifying and extending existing support mechanisms.

#### **A PROACTIVE APPROACH TO OUTREACH AND SUPPORT**

Monash has a proactive outreach process and uses predictive analysis early in each teaching period to identify students needing support before census date. Academically, students are flagged if they fail their first assessment and/or 50% of their units in a recent teaching period. Students enrolled at all Monash locations are in-scope for outreach.

To prioritise outreach, students receive an additional 'flag' for each of the following (in addition to the initial 'flag'): being enrolled in a unit with lower academic success rates, having an ATAR <80, or being enrolled for less than six months. Students are flagged as Low (1 flag), Medium (2 flags), High (3 flags), or Critical (4 flags). For out of hours outreach, Studiosity, a 24/7 online academic support service, sends wellbeing alerts to key staff at Monash based on students' questions to the advisors. The students are referred to qualified staff to provide the appropriate support.

Students predicted to be at-risk academically in a teaching period receive an email before the census date about available support services at Monash. The email also recommends completing a support tool to generate a tailored support plan, which includes recommendations about specific services. A reminder is sent after three days if the tool is not completed. Monash Connect (internal contact centre) staff members telephone the students with the highest number of flags — i.e. those predicted to be needing the most support. This contact allows further personalisation of support.

Faculties offer in-house support services by qualified and experienced staff, as well as supporting mentoring programs. Additionally, students can sign up for conversational English at [English Connect](#) (approximately 3,000 international students per annum), or go to [Student Academic Success](#) (over 7,500 students attending workshops and 6,500 1-1 consultations) for support with academic English and study. If they need help getting started, a [Monash University English language course](#) (approximately 2,500 student enrolments per annum) can bridge the language gap.

All first-year undergraduate students have access to the [Peer Mentoring program](#) (approximately 7,190 participants in 2025) to support them through their first semester. All students also have access to [Peer Assisted Study Sessions](#) (PASS) (approximately 5,900 participants in 2025), which provide academic support.

While the Deputy Vice-Chancellor Education leads comprehensive Teaching and Learning strategies, Monash also has a dedicated Deputy-Vice Chancellor Student Experience that focuses on all student experiences beyond teaching and learning. This recognises the importance of a strong holistic student experience, including by leading a range of initiatives, such as the new Student Experience Plan, and recognising four key areas of strategic focus to strengthen the student experience through:

1. Delivering personalised and integrated support, enabled by new technologies;
2. Enhancing graduate career impact through scalable career programs, digital tools, and global industry partnerships;

3. Expanding rich and transformative student experiences to our international campus network (for example, [Global Immersion Guarantee](#)); and
4. Fostering vibrant, welcoming campus communities across Monash's global footprint.

## **Strategies for Improving Research, Research Training, and Innovation**

Monash is a comprehensive research-intensive university ranked in the top 40. It is home to Australia's largest faculty of medicine, nursing and health sciences, the #2 globally ranked faculty of pharmacy and pharmaceutical sciences, and a large engineering faculty.

In 2024, Monash invested approximately \$570 million of our own income in research and development, projected to increase to \$591 million in 2025. Additionally, Monash will spend approximately \$296 million across 2025 and 2026 on research infrastructure - this includes leading efforts around sovereign AI capability with the \$60M funding of Project MAVERIC. This research contributes to significant societal benefits, such as through IVF technology, the total artificial heart, major therapeutics breakthroughs and delivering sustainable clean water solutions in the Pacific.

Over the last five years, industry partners have invested \$563 million in research and development delivered by Monash. This contributes to productivity, growth, and sovereign capability in areas like pharmacy, medtech, and advanced materials and manufacturing - 90% more than the second most-industry engaged Australian university. Monash currently manages an equity portfolio of over 30 companies based on Monash IP, with five to 10 new companies spun out every year, with over \$970 million raised by Monash spinouts over the last five years. We have built a comprehensive innovation ecosystem to nurture emerging IP and foster success of established start-ups.

The Monash Technology Precinct (MTP) in Clayton is Victoria's largest employment hub outside Melbourne's CBD, supporting nearly 20,000 businesses and 115,000 jobs that contribute approximately \$11.5 billion to the economy, annually. Leveraging Monash's strengths in medtech and advanced materials and manufacturing, it is home to CSIRO, the Australian Synchrotron, the Melbourne Centre for Nanofabrication, Moderna's new mRNA vaccine manufacturing facility, and the Victorian Heart Hospital. The precinct fosters collaboration and innovation, combining research capability with industry backing to translate research into commercial applications that make a global impact.

The excellence and impact of Monash's research has a cyclical effect on attracting and developing talented individuals, both locally and globally. Students and staff are attracted to Monash as a result of our outstanding research outputs and the opportunities available to contribute to our global impact.

Monash's Research Plan 2022-2025 is designed to ensure our research has a positive impact on people and the planet and recognises the vital importance of Australian Indigenous research to advance knowledge and contribute to reconciliation. The Research Plan focuses on how Monash is:

- Accelerating talent;
- Orienting research to address global challenges;
- Delivering exceptional internal support; and
- Growing and attracting diversified income.

Monash's research is built on the essential foundations of research excellence, peer-reviewed funding performance, disciplinary expertise and interdisciplinary collaboration.



Our global challenge research agenda accelerates research with a focus on the following areas:

- Climate Change (e.g. [ARC CoE for 21st Century Weather](#) and [Securing Antarctica's Environmental Future](#));
- Thriving communities (e.g. [ARC CoE for the Elimination of Violence Against Women](#) and [Artificial Heart Frontiers Program](#)); and
- Geopolitical security (e.g. [Partnership for Australia-Indonesia Research \(PAIR\)](#) and [Castan Centre for Human Rights Law](#)).

### Research Training

Monash has more than 5000 doctoral students and delivers research training programs that foster transferable skills, opportunities to collaborate and internships with industry, developing job-ready graduates. [Graduate Research Industry Partner \(GRIP\)](#) programs are research partnerships with industry/research end users to enable business-focused research training programs, solve real-world problems, and improve graduate employment options.

### Industry Engagement and Research Commercialisation

Monash has identified strategic intervention areas to focus its research, translation, innovation and commercialisation capabilities:

1. Harnessing insights, capabilities and talent;
2. Mobilising around significant challenges/opportunities;
3. Activating the collaboration ecosystem; and
4. Strengthening governance to ensure effective delivery of outcomes.

Monash will work with key partners to translate its research including BioCurate, IP Group and Breakthrough Victoria, including working across the [Monash Technology Precinct](#).

[Monash Innovation Labs](#) are a key part of this growth and development ecosystem, and connect the university with industry partners for talent, expertise and co-located facilities. This brings together researchers and students across areas like engineering, IT, science and pharmacy.

We are building a new research facility for our world class Monash Institute of Pharmaceutical Sciences, research from which has contributed to the delivery of such new drugs as Cobenfy - a new treatment for schizophrenia, and Mometinib - a new treatment for bone marrow cancer; and we have expanded our Medicines Manufacturing Innovation Centre to enhance medicine manufacturing.

### Key Performance Indicators

Monash University's research success and impact will be measured and assessed by a number of metrics, including those outlined in the following table.

| Objectives  | Measures   | Targets          |
|---|--|------------------|
| Field-weighted citation index and internationally recognised systems of peer review | Field-weighted citation index  | 2.0+             |
|   | QS Subject Rankings <ol style="list-style-type: none"><li>1. Broad subject group rankings</li><li>2. % of individual subjects in top 100</li></ol> | Top 100<br>90+%  |
| HDR completions   | HDR completions as a proportion of all Monash completions  | 3.5+%            |
| Collaborations on co-authored papers on global challenges                           | Proportion of Monash publications on global challenges that are co-authored with another country   | 50+%             |
| Impact assessments of research output   | Performance in quantity and quality research measures for key SDGs in THE Global Impact Ranking  | Top 20% globally |

## Strategies for Engaging with Industry

The Enterprise Goal stated within [Impact 2030](#) confirms the University's commitment to developing enduring alliances and partnerships with industry, government and other organisations. This includes philanthropic partners that will enrich Monash's ability to innovate, infuse our students and staff with enterprising capabilities, and provide opportunities to apply our research to make a significant impact by developing solutions for the betterment of our communities.

As part of this commitment, an enterprising Monash will:

- Facilitate students to join an industry collaboration with one of 50 leading partners as part of a Flagship Rich Educational Experience - [Monash Innovation Guarantee](#);
- Provide a hub for entrepreneurial skills, startup success and a change-making community - [The Generator](#);
- Make direct engagement between students and industry and government partners, including projects and internships, integral to a Monash education – [work-integrated learning and enterprising experience](#);
- Support research translation and embedded graduate research teams through deep industry partnerships – [industry internship program](#);
- Expand professional and lifelong learning opportunities for alumni and through industry partners – [professional education program](#);
- Develop opportunities for staff, students and alumni to conceive and launch new enterprise and social enterprise projects – [commercialisation and enterprise](#);
- Build industry engagement and colocation in the precincts in which our campuses are located – [campus engagement](#); and
- Further develop the [Monash Technology Precinct](#) to enhance the level of translational and enterprising activity to support opportunities for impact in our city and nation – including:
  - The [Victorian Heart Hospital](#), integrating clinical cardiology services, research and education to create a centre of excellence;
  - [Monash Innovation Labs](#), hosting purpose-built infrastructure like the Monash Smart Manufacturing Hub, Monash Smart Processing, Monash Smart Infrastructure and Analytical Lab facilities;
  - [Velos Accelerator](#), for healthcare innovation aligned with cardiovascular, kidney and metabolic diseases;
  - The [Australian Synchrotron](#), with applications in health, medical, food, environment, nano-technology, energy, mining, advanced materials, agriculture and cultural heritage;
  - [Moderna mRNA Vaccine Production Facility](#);
  - [Melbourne Centre for Nanofabrication](#); and
  - [Monash Medical Trials Centre](#) at Monash Health.

### Industry Engagement Key Performance Indicators

Monash University's industry engagement success and impact will be measured and assessed by a number of metrics, including those outlined in the following table.

| Objectives  | Measures   | Targets    |
|---|--|------------|
| Enterprising student experience   | WIL unit enrolments  | 20,000+    |
|   | Number of students participating in Generator training                       | 2,500+     |
|   | Number of student start-ups  | 30+        |
| Industry research and education revenue                                     | Industry and other research income (HERDC Category 2-4)                      | \$300m+/yr |
|   | Professional development income  | \$30m+/yr  |
| Invention disclosures, LOAs (licences, options and assignments) and patents | Number of inventions   | 250+       |
|   | Number of LOAs   | 60+        |
|   | Number of patents  | 50+        |
| Start-ups and spinouts  | Number of start-ups/spinouts   | 10+        |
| Industry, innovation and infrastructure                                     | THE Global Impact Ranking for SDG 9- Industry, Innovation and Infrastructure | Top 50     |
| <i>Outcomes from major industry partnerships</i>                            | <i>(qualitative)</i>   |            |

SIGNED for and on behalf of

In the presence of:

THE COMMONWEALTH OF AUSTRALIA

by

**Jessica Mohr**

**Rachel Searl**

Full name (please print)

Witness (please print)

**First Assistant Secretary**

**Executive Officer**

Position

Position or profession of witness (please print)

of the Department of Education

Signature

01/12/2025

Signature

Date

SIGNED for and on behalf of

In the presence of:

MONASH UNIVERSITY

By

Professor Sharon Pickering

CATENA GEORGE

Full name (please print)

Witness (please print)

Vice-Chancellor and President

DIRECTOR, PROJECTS AND OPS

Date: 11 November 2025