

# IMPACT LABS 2025 HIGHLIGHTS



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This report presents the highlights of our impactful research through Impact Labs – seven pioneering Labs and their expert networks of change-makers across multiple disciplines.

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# MESSAGE FROM DEPUTY DEAN RESEARCH

**The Monash Business School seeks to be a trusted partner to business. Using our education and research, via Impact Labs, we work with industry to solve real-world global problems and empower communities.**

2025 has been a remarkable year for Impact Labs on several fronts.

It has been a year for new beginnings. We established the FinTech Lab, which is the first Impact Lab that is both cross-faculty, being a joint initiative between the Faculty of Business and Economics and the Faculty of Information Technology and cross-campus with joint directors at Monash University Australia and Malaysia. The FinTech Lab will have a distinct Asia-Pacific focus leveraging the considerable research strength in this space in the School of Business and Economics at Monash Malaysia.

2025 has also been a year for expansion with several of our labs scaling up both in their scope and range of externally funded activities. Digital Lab expanded its engagement and range of activities with Amazon and New Aim.

Energy Lab signed a Memorandum of Understanding (MoU) with the Australian Energy Market Commission (AEMC), which is the first MoU AEMC has signed with an Australian university, opening up new avenues to have meaningful policy input into the clean energy transition at a time of critical importance for Australia's future. Energy Lab's submission to the Nelson Review was another highlight,

attracting a lot of attention in the sector, leading to new opportunities for engagement with key stakeholders.

Mutual Value Lab, in conjunction with the Business Council of Cooperatives and Mutuals and partners such as Mutuo Limited, applied the mutual value framework in different international contexts and completed a ground breaking innovation project called 'Care Together' which has started up social care cooperatives in regional Australia.

The Opportunity Tech Lab pursued a number of co-designed projects, with partners such as Wallara, to facilitate workplace inclusion for people with hidden disabilities. Opportunity Tech Lab made considerable progress in developing VRelovate, a codesigned virtual reality tool that supports neurodivergent and cognitively impaired individuals to explore employment pathways through immersive safe job experiences.

The Monash IP Observatory, which is one of SoDa Labs main projects that monitors global internet disruptions, censorship and information blackouts, was selected as one of Monash's "2025 Top 10 Breakthroughs".

Looking forward to 2026, we welcome BehaviorWorks Australia and what was Monash Sustainable Development Institute (MSDI) Research to the Monash Business School. BehaviorWorks Australia and the Sustainability Transitions Lab, which will represent a merger of Green Lab and MSDI Research, will become two new labs, reinforcing the Business School's strength in behavioral change and sustainability and opening up new and exciting opportunities for engagement through corporate education and research.

I thank each of the lab directors, Sharon Aburn and Shahab Sazegar for their incredible commitment to the mission of Impact Labs throughout the year. I want to pay particular tribute to the role that Anita Foerster has played in leading Green Lab, which was a foundation Impact Lab and has been instrumental in coalescing the Business School's research engagement in this space. Anita will continue to play a key role in Impact Labs, leading the Nature Positive stream in the new Sustainability Transitions Lab in 2026.



**Professor Russell Smyth**  
Deputy Dean, Research  
Monash Business School

# ABOUT IMPACT LABS

Further information  
Find out more about [Impact Labs](#)



Impact Labs is an interdisciplinary collaborative research platform. Our seven labs serve as hubs for collaboration, knowledge exchange and practical solutions, driving meaningful and lasting impact across communities and industries.

200+

Interdisciplinary Researchers



13

Adjuncts and Industry Experts



12

Postdoctoral Researchers  
and Technical Staff



13

Industry Partnerships



12

Projects



25+

Industry and External  
Engagement-Focused Events



Watch online  
[Monash Business School](#)  
– [Impact Labs](#)



# ABOUT IMPACT LABS

**Further information**  
Find out more about [Impact Labs](#)



Impact Labs serve as hubs for collaboration, knowledge exchange and practical solutions, driving meaningful and lasting impact across communities and industries.



## DIGITAL LAB

Research areas include big data, online privacy, competition policy and AI's role in productivity and management.



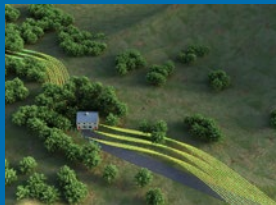
## ENERGY LAB

Collaborates with industry and government to enhance research and policy impact in areas including competition policy, market design and energy transition financing.



## FINTECH LAB

Draws on a diverse range of expertise, including blockchain technology, financial innovation, regulatory compliance and digital ethics.



## GREEN LAB

An interdisciplinary research hub for climate change and sustainability. The lab fosters collaborations between experts in economics, finance, law and engagement with government and industry partners.



## MUTUAL VALUE LAB (MVL)

A hub for interdisciplinary and applied research on strategic measurement in the social economy. We partner with co-operative and mutual enterprises (CMEs), social enterprises and not-for-profit organisations.



## OPPORTUNITY TECH LAB (OTL)

Provides digital solutions and co-designs inclusion strategies to enhance productivity, diversity and inclusion.



## SODA LABS

Delivers insights for business, government and NFPs by combining AI, machine-learning and data science methods with large and alternative data sources such as satellite imagery, text-as-data and digital footprint data.

# OUR PEOPLE

## LEADERSHIP TEAM

Our leadership team provides strategic direction and support for the Impact Labs.



**Professor Russell Smyth,**  
Deputy Dean Research



**Associate Professor Chengsi Wang,**  
Director, Digital Lab



**Shreejan Pandey,**  
Convenor, Energy Lab



**Professor Joseph Liu,**  
Co-Director, FinTech Lab



**Professor Andreas Deppeler,**  
Co-Director, FinTech Lab



**Associate Professor Xin Ma,**  
Associate Director,  
FinTech Lab



**Associate Professor John Yuen,**  
Associate Director,  
FinTech Lab



**Associate Professor Anita Foerster,**  
Director, Green Lab



**Associate Professor Paul Thambar,**  
Director, Mutual Value Lab



**Professor Charmine Härtel,**  
Director, Opportunity Tech Lab



**Professor Kristian Rotaru,**  
Associate Director,  
Opportunity Tech Lab



**Professor Simon Angus,**  
Co-Director, SoDa Labs



**Professor Paul Raschky,**  
Co-Director, SoDa Labs



**Sharon Aburn,**  
Research Development and  
Partnerships Manager



**Shahab Sazegar,**  
Impact Labs Coordinator

# OUR PEOPLE

## RESEARCHERS AND ADJUNCTS

Our researchers and adjuncts bring diverse perspectives, contributing their expertise across multiple disciplines to deliver real-world impact.<sup>1</sup>

### RESEARCH FELLOWS AND TECHNICAL STAFF

**Professor Guillaume Roger,**  
Energy Lab

**Sergei Balakin, Research Fellow,**  
Energy Lab

**Christian Düben, Research Fellow,**  
SoDa Labs

**Nawaaz Khalfan, Research Fellow,**  
Energy Lab

**Lars Kooijman, Research Fellow,**  
Opportunity Tech Lab

**David Kreitmeir, Research Fellow,**  
SoDa Labs

**Lachlan O'Neill, Research Fellow,**  
SoDa Labs

**Tanner Person, Research Fellow,**  
Opportunity Tech Lab

**Ella Vines, Research Fellow,**  
Green Lab

**Wei Wang, Research Fellow,**  
Opportunity Tech Lab

**Lukas Wellner, Research Fellow,**  
SoDa Labs

**Liyan Zhang, Research Fellow,**  
Mutual Value Lab

**Jonathan Jolie, Software Developer,**  
Opportunity Tech Lab

### ADJUNCTS

**Adjunct Associate Professor (Research)**  
**Lucy Albertella,** Opportunity Tech Lab

**Adjunct Associate Professor (Research)**  
**Chris Beaumont,** Opportunity Tech Lab

**Adjunct Associate Professor (Research)**  
**Darryl Biggar,** Energy Lab

**Adjunct Research Fellow**  
**Mariana Carvalho,** SoDa Labs

**Adjunct Professor (Research)**  
**Phil Hayes Brown,** Opportunity Tech Lab

**Adjunct Professor of Practice**  
**Peter Hunt,** Mutual Value Lab

**Adjunct Associate Professor (Research)**  
**Dmitry Malov,** Opportunity Tech Lab

**Adjunct Associate Professor (Research)**  
**Paul McIntosh,** Opportunity Tech Lab

**Adjunct Research Associate**  
**Rhys Murrian,** SoDa Labs

**Adjunct Research Fellow**  
**Gordon Noble,** Green Lab

**Adjunct Associate Professor (Research)**  
**Andrew Rendall,** Energy Lab

**Adjunct Associate Professor (Research)**  
**Irwyn Shepherd,** Opportunity Tech Lab

**Adjunct Senior Research Fellow**  
**Michael Spencer,** Green Lab

**Impact Labs has a diverse network of members and affiliates across the labs who contribute to research and projects with expertise spanning multiple disciplines.**

<sup>1</sup> This list reflects researchers, adjuncts and technical staff directly engaged with the Impact Labs during 2025. Titles reflect 2025 appointments.



# PARTNERING WITH IMPACT LABS

Further information

Find out more about partnering with [Impact Labs](#)



Impact Labs partners with government agencies, businesses, not-for-profit organisations and multinational corporations, to co-design solutions to global economic, environmental and social challenges.

## THE IMPACT LABS DIFFERENCE

- Tailored expertise: Access world-class researchers ready to co-design customised solutions tailored to your specific challenges.
- Amplified impact: By combining our resources and expertise, we achieve measurable outcomes, driving innovation and practical results.
- Innovative tools and commercialisation opportunities: Work with us to create pioneering tools and services that are practical and ready for commercialisation. Our innovations are based on rigorous research, designed to meet market needs and give you a competitive edge.
- Sustainable development: Collaborate with us to advance sustainable economic, environmental and social objectives. Our projects aim for long-term impact, well beyond immediate business benefits.



## CONTACT US

For partnership inquiries, please contact:

### Sharon Aburn

Research Development and  
Partnerships Manager

T: 03 9903 4495

Email [sharon.aburn@monash.edu](mailto:sharon.aburn@monash.edu)



**“Working with the Opportunity Tech Lab (OTL) at Monash University has been a transformative experience for our team and, most importantly, for the individuals we support here at Wallara.**

Under the leadership of Professor Charmine Härtel, the OTL team brings a distinctive, research-driven approach that integrates behavioural science, work psychology, social and health sciences and human-computer interaction. This depth of expertise is evident in their commitment to inclusive, human-centred design and their focus on developing solutions that address structural barriers to employment.

The Opportunity Tech Lab is an outstanding partner. Their ability to integrate rigorous research, technical excellence and genuine empathy has set a new standard for how we approach co-design in the disability sector. We are incredibly proud of what we have achieved together.”

### Carolyn Bloch

Senior Open Employment Advisor  
Wallara Australia

# DIGITAL LAB

Further information  
Find out more about [Digital Lab](#)



## DIRECTOR'S MESSAGE

Digital Lab is a leading research and policy hub focused on digital markets, competition policy, platform design and data and privacy. We bring together researchers from economics, law and business to explore how digital technologies are reshaping markets, regulation and the broader economy.

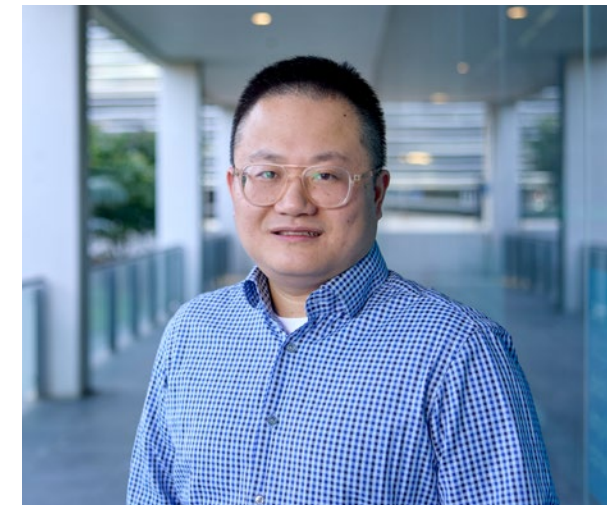
In 2025, the Digital Lab finalised its project with Amazon on merger policy and innovation. The project produced both a non-technical report and a technical review of the literature. Its findings were presented at universities and companies across Australia, China and Japan and a short research article based on the work has been accepted by a leading competition law journal.

The Digital Lab also secured a three-year research agreement with New Aim. This joint project examines the Australian e-commerce competition landscape and the role that business-to-business (B2B) and business-to-many (B2M) platforms can play.

The research is particularly timely in the context of the cost-of-living crisis, where traditional retailers face increasing pressure and online shopping formats may provide a complementary, lower-cost channel for consumers.

In collaboration with the Business Council of Co-operatives and Mutuals and the Mutual Value Lab, the Digital Lab contributed to a submission to the Australian Competition and Consumer Commission's Supermarket Inquiry. This submission was subsequently adapted into recommendation 1 of the Australian Competition and Consumer Commission (ACCC) [final report](#).

This represents a significant milestone for the co-operative and mutual sector in Australia, as their contributions to competition and inclusion - particularly in regional and remote communities - have been formally recognised for the first time.



**Associate Professor Chengsi Wang**  
Director, Digital Lab

# DIGITAL LAB

## RESEARCH PROJECTS AND PARTNERSHIPS

### NEW AIM, NEW IMPACT: AN ECONOMIC ANALYSIS OF DIGITAL B2B AND B2M PLATFORMS

*Partner organisation: New Aim*

This collaborative research initiative was launched in mid-2025 with New Aim, a leading Australian e-commerce technology company.

The project examines how business-to-business (B2B) and business-to-many (B2M) digital platforms operate, compete and create value within Australia's rapidly growing digital economy. The initiative aims to generate both strategic insights for industry and rigorous academic contributions, with a focus on digital platform design, competition dynamics, customer preferences and the role of AI in platform ecosystems.

The collaboration combines Digital Lab researchers from economics and marketing with New Aim's industry data and applied expertise.

The research spans comparative analysis of digital platform models, customer insights across different platform formats and academic investigation into the implications of AI for digital platform design.

Read more about this research initiative [here](#)



### COMPETITION ISSUES IN THE TECHNOLOGY INDUSTRY

*Partner organisation: Amazon*

Digital Lab partnered with Amazon to investigate competition issues in the technology industry.

The project explores how merger policies influence the innovation strategies pursued by major tech firms and startups.

Using game theory methodologies, the project analyses how different policy regimes shape market outcomes and innovation trajectories.

The findings are expected to support policymakers in designing merger controls that foster innovation while addressing concerns about market power.



### COMPETITION AND INCLUSION: CO-OPERATIVES' ROLE IN THE AUSTRALIAN RETAIL, CARE, AND FARMING SECTORS

*Partner organisation: Business Council of Cooperatives and Mutuals (BCCM)*

In collaboration with Mutual-Value Lab, Digital Lab worked with BCCM to prepare public submissions highlighting the role of co-operatives in promoting competition across the retail, care and farming sectors. The submission to the ACCC directly informed Recommendation 1 of the ACCC's *Supermarket Inquiry Final Report*.



## DIGITAL LAB

### ENGAGEMENT ACTIVITIES

#### THE CONSORTIUM ON DIGITAL ECONOMY'S 2025 CONFERENCE

17-18 March 2025, Melbourne

Digital Lab, in collaboration with the Initiative on Digital Competition at the University of Southern California (USC) Marshall, jointly hosted the annual conference at Monash University's Caulfield campus.

The conference brought together members of a collaborative Asia-Pacific research consortium on the digital economy and featured research presentations on artificial intelligence, data and privacy, digital platforms, digital transformation and competition and technology regulation.

It also included a keynote address by the Chair of the Australian Competition and Consumer Commission and two panel discussions on competition enforcement, regulation and pro-growth innovation policies, with participation from regulators, leading law and consulting firms, industry associations and international and local companies.

#### Left to right:

Associate Professor Chengsi Wang, Professor Stephen King (Commissioner, Productivity Commission), Justin Mining (Lead, Competition Policy of Google Asia Pacific), Alice Bailey (Senior Economist, Business Council of Australia), Dr Douglas Rathbun (Chief Economist, Commerce Commission New Zealand).



#### THE ACCC-MONASH AUSTRALIAN COMPETITION SUMMIT

30 October 2025, Melbourne

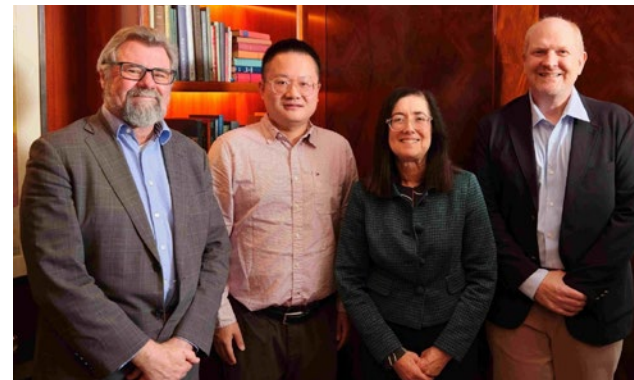
In partnership with the Australian Competition and Consumer Commission (ACCC), Monash University convened the inaugural Australian Competition Summit in Melbourne's CBD, establishing a new annual national forum for dialogue on competition and consumer policy.

The Summit represents a strategic collaboration involving Digital Lab and the Centre for Commercial Law and Regulatory Studies (CLARS), highlighting cross-faculty engagement across Monash University.

The event brought together 18 expert speakers and more than 240 participants from academia, government and industry across Australia and internationally. The Summit was opened by Professor Wilkie, Head of Monash Business School, with closing remarks delivered by Associate Professor Chengsi Wang, reinforcing Monash Business School and Digital Lab's leadership in convening high-impact policy and industry dialogue.

#### Left to right:

Professor Simon Wilkie, Associate Professor Chengsi Wang, Gina Cass-Gottlieb (Chair, ACCC), Dr Mel Marquis.



# ENERGY LAB

Further information  
Find out more about [Energy Lab](#)



## CONVENOR'S MESSAGE

Australia's energy system is undergoing a profound transformation. The National Electricity Market (NEM), historically built around centralised coal generation, is rapidly evolving into a system shaped by renewable energy, distributed resources and large-scale storage.

In late 2025, renewables supplied more than 50% of NEM electricity for the first time in a quarter, while investment in storage surged, with \$2.4 billion committed to large-scale battery projects in the first quarter of 2025 alone.

At the same time, the Federal Government launched the NEM wholesale market settings review (the "Nelson Review"), recognising that market design must evolve alongside the generation mix.

Yet the implications of this transformation remain uncertain. Achieving ambitious renewable and climate targets leads many in industry and government to ask questions about how to deploy new technologies in a fast and orderly manner.

However, our local experience and that of many overseas jurisdictions, is revealing just how sensitive operating and investment outcomes

(and therefore end-user expenses) are to the incentives that flow from the underlying market design and policy rules.

In this context, Energy Lab plays a critical role in bridging research, policy and industry.

In 2025, the Lab signed a first-of-its-kind Memorandum of Understanding (MoU) between an Australian university and the Australian Energy Market Commission (AEMC), delivered a widely respected response to the government-commissioned Nelson Review of the National Electricity Market and completed the Australian Renewable Energy Agency (ARENA)-funded "Integrating Energy Storage into the NEM" project led by Professor Guillaume Roger.

With new research proposals submitted to Reliable, Affordable, Clean Energy (RACE) for 2030, the AEMC and Energy Consumers Australia and strong engagements with the Australian Energy Market Operator (AEMO) and Department of Climate Change, Energy, the Environment and Water (DCCEEW), the Lab is helping provide the rigorous market design research needed to navigate Australia's uncertain energy future.



### Shreejan Pandey

Convenor, Energy Lab and Director,  
Monash Energy Institute

# ENERGY LAB

## RESEARCH PROJECTS AND PARTNERSHIPS

### INTEGRATING ENERGY STORAGE IN THE NEM

*Partner organisation: Australian Energy Market Commission, Power Systems Consultants*

This project examined storage integration into the NEM through an economic lens, focusing on incentives and dynamics for storage operators competing in the market and the implications for investment in storage. The project resulted in a series of white papers designed to inform policy and engagement with energy sector leaders.



Learn more about the project [here](#)



### AN ECONOMICS-BASED RESPONSE TO THE NELSON REVIEW

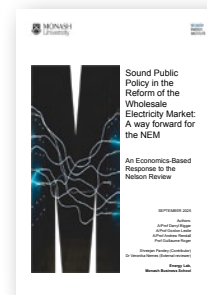
The Energy Lab provided an economics-based submission to the Australian Government's National Electricity Market (NEM) Wholesale Market Settings Review (the Nelson Review), contributing to the future design of Australia's electricity market.

The submission emphasised that proposed reforms should be grounded in clearer identification of underlying market failures and supported by a rigorous economic assessment of policy options.

It highlighted structural issues in the current market design, particularly the limitations of regional pricing and recommended progressively transitioning to Locational Marginal Pricing (LMP) to improve investment and operational signals as renewable energy and storage expand.

The response also emphasised the need to strengthen competition policy and develop new hedging instruments while cautioning against creating new institutions (such as the proposed Electricity Services Entry Mechanism) without stronger evidence of market failure. Overall, the submission aimed to strengthen the policy debate and support efficient, market-based reforms to enable a cost-effective energy transition.

Read the response [here](#)



### ZEMA ENERGY STUDIES PHD PROGRAM

*Partner organisation: Australian Energy Market Operator*

Raheel Raniga commenced his PhD through the Zema Energy Studies PhD Program, a world-class initiative at Monash University honouring the legacy of change to Australian Energy Market Operator's (AEMO) founding Chief Executive Officer, energy reform leader and Monash alumnus Matt Zema. Raheel's research focuses on facilitating investment in energy storage within energy-only power markets through innovative contract design. Raheel joins Eric Liu, who began his PhD in 2024, as part of the growing cohort of Business School scholars in the program. The Zema program supports the development of the next generation of energy sector leaders addressing Australia's evolving energy challenges and currently hosts ten concurrent PhD scholars.



#### Left to right:

Professor Ann Nicholson, Former Dean, Faculty of IT, Mary O'Kane (Chair, AEMO), Daniel Westerman (CEO, AEMO), Shaylin Chetty (Zema Scholar, Engineering), Raheel Raniga (Zema Scholar, Business School), Professor Simon Wilkie (Dean, Monash Business School), and Yiannis Ventikos (Dean, Engineering)



## ENERGY LAB

### ENGAGEMENT ACTIVITIES

#### EV ECONOMICS & MARKET DESIGN WITH GLOBAL EXPERTS

27 February 2025

The Energy Lab, led by Associate Professor Gordon Leslie hosted the Electric Vehicles (EV) and the Energy Transition workshop in Melbourne, bringing together international experts, EV and network leading industry professionals and policymakers to discuss the implications of accelerating EV adoption for electricity systems.

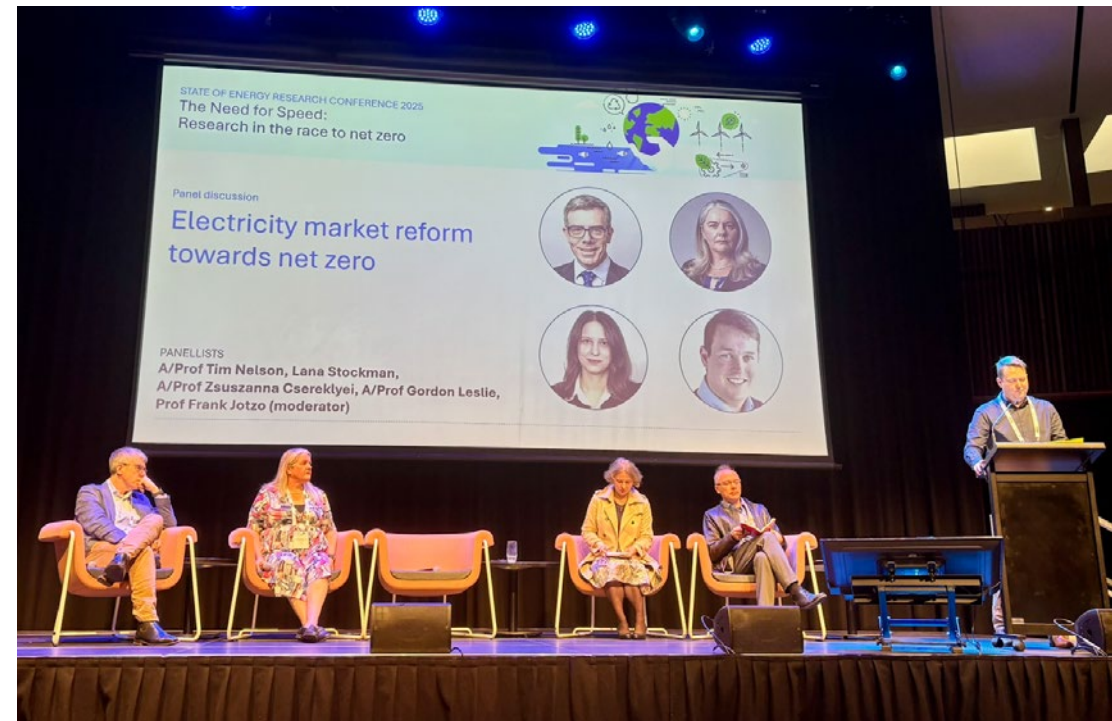
The event featured research insights from Associate Professor Blake Shaffer (University of Calgary), Professor David Rapson (University of California, Davis) and Professor James Bushnell (University of California, Davis) on EV charging behaviour, tariff design and managed charging trials.

The workshop facilitated highly engaging dialogue on key challenges in EV integration in the electricity network and helped strengthen connections between academia, industry and policy stakeholders.

#### STATE OF ENERGY RESEARCH CONFERENCE

15 July 2025

Associate Professor Gordon Leslie spoke at the high-profile plenary session alongside AEMC Commissioner Lana Stockman and Tim Nelson, lead author of the Nelson Review, discussing electricity market reform and the future direction of Australia's energy transition. Held as part of the 2025 State of Energy Research Conference at UNSW, the session brought together leading voices from academia, policy and industry to examine the challenges and opportunities facing the National Electricity Market (NEM) in the transition towards net zero.



#### Left to right:

Associate Professor Tim Nelson, Lana Stockman (Commissioner, AEMC), Associate Professor Gordon Leslie, Associate Professor Zsuzanna Cserekyei, Professor Frank Jotzo.

# FINTECH LAB

Further information  
Find out more about [FinTech Lab](#)



## DIRECTORS' MESSAGE

FinTech Lab was formally approved and established in the second half of 2025, representing the consolidation of an across-faculty vision for trusted financial innovation. Throughout 2025, our activities focused on foundational planning, relationship-building and research alignment to ensure the Lab commenced operations with a clear focus on both technical and policy-relevant impact.

A central goal of the Lab is to bridge the gap between rigorous technical research and practical industry application across the Asia-Pacific region. By integrating technical cybersecurity expertise with a focus on the governance of emerging technologies and digital public infrastructure, the Lab is positioned to address complex challenges in the digital economy.

Primary milestones in 2025 included securing and progressing the ARC Discovery Project “*NextGen Blockchain Privacy & Security*” and delivering the Department of Foreign Affairs and Trade (DFAT) Australia Awards Fellowship “*Building Cyber Resilience in Fiji.*”

These initiatives (along with foundational engagement with regional partners) have established a framework for the Lab to integrate research with real-world application. These steps provide a basis for the Lab to expand its industry partnerships and regional engagement in 2026.



**Professor Andreas Deppeler**  
Co-Director, FinTech Lab



**Professor Joseph Liu**  
Co-Director, FinTech Lab

## FINTECH LAB

### RESEARCH PROJECTS AND PARTNERSHIPS

#### NEXTGEN BLOCKCHAIN PRIVACY & SECURITY: PRACTICAL AND QUANTUM-SAFE SOLUTIONS

*Partner organisation: Australian Research Council DP26*

This project aims to enhance blockchain security and privacy for practical use. By proposing new cryptographic tools and protocols for improving confidential transactions, secure digital wallets and creating privacy-preserving payment channels, we seek to make blockchain safer and more efficient. Expected outcomes include more secure transactions, reduced costs and increased trust in digital payments through blockchain.

The project will benefit businesses and consumers by protecting financial activities, conserving energy and fostering innovation. Overall, the project contributes to positioning Australia as a leader in secure and private blockchain technology, with positive impacts on the economy and society.

#### BUILDING CYBER RESILIENCE IN FIJI: SECURING THE NATION'S DIGITAL FUTURE

*Partner organisation: DFAT, University of Fiji, University of South Pacific, Fiji National University*

This fellowship program aims to develop Fiji's cybersecurity capacity by providing advanced training to 15 mid-career academics from the University of the South Pacific, University of Fiji and Fiji National University. The fellowship will focus on strengthening Fiji's national ability to safeguard critical digital assets and infrastructure.

Through a combination of workshops, policy dialogues and site visits, fellows will acquire practical skills in areas like post-quantum cryptography, cyber governance and infrastructure protection.

These activities will directly contribute to DFAT's priorities in Digital Economy, Cyber Resilience and Media Engagement by equipping Fijian academics to lead local efforts to secure their digital economy and enhance national resilience.



# GREEN LAB

Further information  
Find out more about [Green Lab](#)



## DIRECTOR'S MESSAGE

Green Lab's contributions to quality interdisciplinary research and engagement on sustainability law, policy and practice continue to grow.

Our empirical study of early corporate compliance behaviours under Australia's emissions trading and carbon market schemes provides important insights for the upcoming 2026 policy reviews.

Similarly, our analysis of emerging corporate nature risk reporting and governance practices in Australia underscores the importance of well-designed, mandatory nature reporting standards to support businesses to safeguard their dependencies on nature and reduce their adverse impacts on nature.

In 2025, the Green Lab played an important convening role, bringing together academics, industry and policy practitioners for constructive knowledge sharing and project development.

This includes our well-attended climate change adaptation roundtables which have led to collaboration with local governments across northern Victoria to share knowledge and build capacity to address climate change risks.

Our successful Nature Positive webinar series resulted in invited consultancy reviews of emerging nature law reforms in the Australian Capital Territory, as well as research workshops with key nature policymakers across Australian states and territories.



**Associate Professor Anita Foerster**  
Director, Green Lab

# GREEN LAB

## RESEARCH PROJECTS AND PARTNERSHIPS

### NET ZERO, NATURE POSITIVE AUSTRALIAN COMPANIES

This project tracks and evaluates corporate responses to international and national regulatory developments addressing the interconnected challenges of climate change and biodiversity loss.

Following legal and regulatory analysis, empirical studies of early corporate compliance behaviour under the Safeguard Mechanism (Australia's emissions trading scheme) and emerging corporate nature-related risk reporting practices have been completed.

The findings have been presented at national conferences and discussed with key stakeholders. In 2026, these studies will be expanded and used as the basis for law and policy reform work. Academic publications are [forthcoming](#).

See more about the project [here](#)

### CLIMATE CHANGE ADAPTATION – GOVERNANCE, FINANCE AND IMPLEMENTATION

*Partner organisation: National Academy of Public Administration*

This project develops and shares knowledge on governance and financing arrangements to support the implementation of climate change adaptation, with a particular focus on locally led, bottom-up initiatives.

In partnership with the National Academy of Public Administration (NAPA), the project has co-hosted a series of well-attended roundtable discussions with adaptation practitioners in government and industry.

In collaboration with the Monash Australian Research Council Centre of Excellence for Weather of the 21st Century and Monash Faculty of Law, the project is now engaging with local governments across northern Victoria to better understand climate risks and to develop projects to support fit-for-purpose governance and financing arrangements that respond to these risks.

See more about the project [here](#)

### EVIDENCE INFORMED POLICY ADVICE – NATURE LAW FRAMEWORKS

*Partner organisation: Australian Capital Territory (ACT) Government Office of Nature Conservation*

The second phase of this project provided further expert review of proposed reforms to the ACT's Nature Conservation Act 2014. The advice focused on how to give legal effect to policy objectives to identify and better protect significant conservation values in land use planning decision-making and under other intersecting legal frameworks. Following this, Green Lab also hosted a workshop with nature policymakers in the ACT, New South Wales and South Australia to share experiences with nature law reform and to develop legal frameworks to better support biodiversity conservation and restoration in a climate change context.



# GREEN LAB

## ENGAGEMENT ACTIVITIES

### NATURE-RELATED RISKS AND DIRECTORS' DUTIES – WHAT'S THE CURRENT STATE OF PLAY?

17 February 2025

This event explored the growing legal and financial implications of nature-related risks for Australian companies, following a landmark legal opinion on directors' duties and nature degradation.

The discussion featured insights from Zoe Bush, barrister at Banco Chambers and was moderated by Anna Skarbek, CEO of the ClimateWorks Centre. It examined how emerging international standards and regulatory reforms are reshaping corporate governance and risk management.

Read more about the event [here](#)

Watch the webinar [here](#)

### LIVING WITH 2°C PLUS: CLIMATE CHANGE ADAPTATION ROUNDTABLE SERIES

Throughout 2025

In 2025, Green Lab continued its highly anticipated Living with 2°C Plus roundtable series, convening senior researchers, policymakers and practitioners to address the growing challenges of climate change adaptation in a warming world.

Delivered in collaboration with the National Academy of Public Administration (NAPA), the series builds on its 2024 launch and reflects Green Lab's aim in fostering cross-sector, solutions-focused dialogue on climate risk, resilience and adaptation.

Across seven roundtables held throughout the year, discussions explored the systemic impacts of climate change on infrastructure, finance, ecosystems, insurance and communities, emphasising the need for coordinated, equitable and place-based adaptation strategies.

2025 roundtables included:

- Extreme weather events, flood risk and stormwater systems – 13 February 2025
- Managing risk, value and insurance protection – 14 March 2025
- Living with wildfire – 26 June 2025
- New perspectives on financing the adaptation challenge – 31 July 2025
- Locally led adaptation: building on place-based approaches – 25 September 2025
- Slow Burn: the hidden costs of a warming planet – 11 December 2025

Recordings are available on our [website](#)

### CERN APAC CONTINUOUS CONFERENCE 2025: SETTING THE CIRCULAR ECONOMY AGENDA IN THE ASIA-PACIFIC

18 March 2025

Green Lab, together with the Department of Management and the Monash Sustainable Development Institute (MSDI), organised the inaugural event in the Circular Economy Research Network Asia-Pacific (CERN APAC) Continuous Conference series.

The event brought together circular economy researchers and practitioners from academia, industry and policy to support cross-sector collaboration and to shape shared priorities for circular economy research and practice across the Asia-Pacific region.

# GREEN LAB

## ENGAGEMENT ACTIVITIES

### WHAT CAN AUSTRALIA LEARN FROM AOTEAROA NEW ZEALAND'S EXPERIENCES WITH CORPORATE LAW AND CLIMATE CHANGE?

5 May 2025

This webinar examined recent developments in corporate law and climate-related disclosure in New Zealand and their relevance for the Australian context. Delivered by Green Lab in collaboration with the Centre for Commercial Law and Regulatory Studies (CLARS), the session explored legislative reforms, shifting policy settings and the implications for directors' duties and corporate risk management. The discussion featured insights from Jessica Palaret, Executive Director at Lawyers for Climate Action NZ and considered what Australia can learn as its own mandatory climate disclosure regime comes into effect.

Read more about the event [here](#)

Watch the webinar [here](#)

### NAVIGATING CLIMATE RELATED DISCLOSURES

16 May 2025

Alongside corporate regulators and standard setters, Green Lab contributed to this corporate education workshop for Chief Financial Officers and finance and investment professionals, organised by the Department of Accounting.

Following the recent introduction of mandatory climate reporting standards, the short course covered climate risk assessment, climate scenario analysis, liability risks and board and audit committee considerations.

Read more about the course [here](#)

### A NATURE-POSITIVE AUSTRALIA: WHAT DOES THE COMMUNITY VALUE, AND WHAT DOES THIS MEAN FOR NATIONAL ENVIRONMENTAL REFORMS?

25 July 2025

This discussion brought together perspectives on community attitudes to nature conservation and their relevance for Australia's environmental law reforms following the 2025 federal election.

Drawing on findings from the 2025 Biodiversity Concerns Report, James Trezise, Director of the Biodiversity Council and Liam Smith, Director of Monash BehaviourWorks, discussed how public sentiment is being used to inform policy advocacy and shape future nature-positive reforms.

Read more about the event [here](#)

Watch the webinar [here](#)

### BIODIVERSITY FINANCE: COUNTER-PRESSURES AND PATHWAYS FORWARD

7 October 2025

This session focused on the growing gap between global biodiversity targets and available finance and the economic and policy pressures that constrain conservation and restoration efforts.

The discussion brought together Megan Evans (UNSW), Paul Elton (ANU) and Benjamin Thompson (Monash) to consider how debt, funding structures and harmful subsidies shape biodiversity outcomes.

Speakers unpacked current approaches to biodiversity finance, questioned the emphasis on private-sector solutions and discussed pathways to reduce counter-pressures through policy and financial reform.

Read more about the event [here](#)

Watch the webinar [here](#)

### RESTORING RESILIENCE IN FRAGMENTED LANDSCAPES UNDER CLIMATE CHANGE

24 October 2025

Green Lab partnered with other members of the Monash Nature Positive Network to host this workshop with government and civil society stakeholders. The workshop covered opportunities and barriers to realising ecosystem restoration in practice and began to map out an interdisciplinary research agenda to help address these.

# MUTUAL VALUE LAB

Further information

Find out more about [Mutual Value Lab](#)



## DIRECTOR'S MESSAGE

2025 was another strong year for Mutual Value Lab (MVL). In research, we successfully completed our research and evaluation project on the innovative Care Together Program and were invited to carry on this research and evaluation role with the next phase, Care Together Extension.

Our research program with The One Box has continued successfully, with the second year of the Longitudinal Community Study (LCS) completed and a research report delivered.

MVL was invited to develop and run a workshop on Cooperative and Mutual Enterprise Member Engagement in Sydney alongside the Business Council of Co-operatives and Mutuals (BCCM) CEO Summit, which has led to the scoping of a research project to examine member engagement issues.

This project proposal will be presented to the BCCM Board in March 2026. I was also invited, with my colleague Professor Tracey Danaher, to speak on this topic at the BCCM Leaders Summit in October in Adelaide.

The Lab has also been invited by the International Cooperative Alliance's Asia-Pacific regional office to organise and host the 2026 Cooperative Research Conference on 6-7 October which will draw academics and practitioners from across Asia and the Pacific region.

2026 is already shaping up to be a busy year, with new research projects and potential engagement partnerships underway.



**Associate Professor Paul Thambar**  
Director, Mutual Value Lab

# MUTUAL VALUE LAB

## RESEARCH PROJECTS AND PARTNERSHIPS

### THE CARE TOGETHER PROGRAM

*Partner organisation: The Business Council of Co-operatives and Mutuals (BCCM)*

The Care Together Program explores how co-operative business models can strengthen the provision of aged and social care in rural, regional and remote (RRR) Australia.

Funded by the Australian Government through the Business Council of Co-operatives and Mutuals (BCCM) and co-created with the Department of Health and Aged Care, the program supports the establishment of community-based care co-operatives to improve access to quality services in areas facing workforce shortages and service gaps.

Mutual Value Lab is collaborating with BCCM as the program's research, monitoring and evaluation partner, providing evidence to inform policy and practice.

The Lab's work applies the [Mutual Value Measurement \(MVM\) Framework](#) as a strategic tool to guide the development of start-up co-operatives and assess their social value outcomes.

This approach has supported the successful establishment of 13 aged care co-operatives, alongside the development of a prototype Shared Services Co-operative to provide administrative support across providers.

Research insights from the program's first year highlight the importance of community-driven initiatives, co-operative education, clear communication and the use of the MVM Framework in building sustainable care models.

The research has also identified regulatory and compliance challenges facing care co-operatives, particularly where existing aged care and disability frameworks have not been designed with co-operative structures in mind.

The program is continuing into its second phase (Care Together Extension), supported by \$2.4 million in additional funding announced in the 2025–26 Federal Budget.

Ongoing research is examining factors affecting long-term sustainability, workforce attraction and retention and how co-operatives compare with other care models, including joint work with the Centre for Health Economics at Monash Business School.

Read more about the project [here](#)



### MEASURING THE IMPACT OF THE ONE BOX

*Partner organisation: The One Box*

Mutual Value Lab has continued its collaboration with food charity The One Box to support impact-measurement research for its school-based food relief model. The partnership has enabled The One Box to measure and communicate the social value of its program, which provides fresh, nutritious food to around 2,500 Australian families each week, primarily through schools.

The research has supported The One Box in strengthening engagement with philanthropic foundations and donors by clearly demonstrating outcomes. It has also generated insights for participating schools into the wider needs of families, including mental health, wellbeing, employment and community connection, helping schools identify additional pathways for support.

Read more about the project [here](#)



### PARTNERING WITH MUTUO

*Partner organisation: Mutuo Limited*

Mutual Value Lab is working with Mutuo Limited, a UK-based co-operative and mutual consultancy, to apply the Mutual Value Measurement (MVM) Framework across co-operative and mutual enterprises internationally. Through Mutuo's partnership with the Business Council of Co-operatives and Mutuals (BCCM), the collaboration is supporting organisations globally to use the framework in strategic planning and operational decision-making.

The work is also informing research on how the MVM Framework is used in practice across different contexts. Peter Hunt, Managing Partner at Mutuo and a Mutual Value Lab Adjunct Professor, is collaborating with Associate Professor Paul Thambar, on corporate education initiatives for co-operative and mutual leaders, as well as research partnerships with international universities and centres, including the Oxford Centre for Mutual and Co-owned Businesses at Kellogg College, University of Oxford.

Read more about the project [here](#)



## MUTUAL VALUE LAB

### ENGAGEMENT ACTIVITIES

#### CME MEMBER ENGAGEMENT WORKSHOP @BCCM CEO SUMMIT

June 2025

Workshop with leaders from co-operative and mutual enterprises (CMEs) led by Professor Tracey Danaher (Marketing), Associate Professor Paul Thambar and Professor Matthew Hall to explore member engagement issues and challenges for CMEs.

In attendance were Professor Simon Wilkie and Professor Russell Smyth. Professor Wilkie spoke on the role of 'mavericks' and how the CME business model could be understood as a 'maverick'.

#### BCCM LEADERS SUMMIT

October 2025

Professor Tracey Danaher and Associate Professor Paul Thambar led a CEO workshop on CME member engagement issues and challenges. Professor Danaher also moderated a panel discussion with the CEO of The Cooperative-UK and the Deputy CEO of NGS Super on how these CMEs handled member engagement issues and challenges.

#### Left to right:

Associate Professor Paul Thambar, Professor Matthew Hall, Melina Morrison (CEO, BCCM), Rohan Mead (Group CEO, Australian Unity), Professor Tracey Danaher, Professor Simon Wilkie, Adjunct Professor Peter Hunt (Managing Director, Mutuo), Professor Russell Smyth.



# OPPORTUNITY TECH LAB

Further information

Find out more about [Opportunity Tech Lab](#)



## DIRECTOR'S MESSAGE

Opportunity Tech Lab (OTL) advances inclusive technology to improve wellbeing, economic participation and workforce outcomes for vulnerable groups, with special focus on neurodivergent people and people with hidden and cognitive disabilities.

In 2025, OTL expanded its co-designed research initiatives with government, industry and community partners to deliver user-centred practical tools for use in education, care and employment settings.

**“This partnership was a true, ground-up collaboration from day one. Throughout the development of the VR training modules, the OTL team worked alongside our participants and us as equal partners. Their expertise in engaging with a diverse range of individuals, particularly those with intellectual disabilities, was exceptional. They created a safe and empowering environment where every voice was heard, respected and directly integrated into the development process, underpinned by a strong research foundation.”**

### Carolyn Bloch

Senior Open Employment Advisor  
Wallara Australia



Our current project portfolio focuses on accessible virtual reality, neuroinclusive training, financial inclusion and ethical digital innovation.

Across these programs, OTL combines scientific rigour with lived-experience design to generate evidence-based solutions that strengthen inclusion, build workforce capability and contribute to long-term positive social impact.



**Professor Charmine Härtel**

Director, Opportunity Tech Lab

# OPPORTUNITY TECH LAB

## RESEARCH PROJECTS AND PARTNERSHIPS

### CO-DESIGNING VIRTUAL REALITY MODULES AND LEVERAGING A CERTIFIED SOCIAL ENTERPRISE NETWORK TO EMPOWER ADE'S TO TRANSITION PEOPLE WITH INTELLECTUAL DISABILITIES INTO OPEN EMPLOYMENT

*Partner organisation: Wallara Australia*

A flagship 2025 OTL project was its Department of Social Services-funded collaboration with Wallara, focused on improving employment readiness for people with hidden disabilities through person-centred co-design, inclusive training pathways and applied digital tools.

### IMPROVING PUBLIC DENTAL CARE WITH VIRTUAL REALITY FOR ADULTS WITH DISABILITIES

*Partner organisation: Peninsula Health Dental Services and Healthy Future Hub (funded by Monash Business School Interdisciplinary Research (IDR) SEED Fund)*

This project examines how head-mounted virtual reality can reduce anxiety and improve dental care experiences for adults with disabilities in public dental clinics.

Adults with intellectual and developmental disabilities often face barriers such as sensory overload, fear and communication challenges that can lead to delayed or avoided care. Co-designed with people with lived experience and dental practitioners, the study tests feasibility, usability and acceptability in real service settings.

Findings will inform scalable, evidence-based pathways for integrating Virtual Reality (VR) into inclusive community dental care.

### UNDERSTANDING AND DESIGNING INCLUSIVE NAVIGATION TOOLS FOR INDIVIDUALS WITH COGNITIVE IMPAIRMENTS

The Wayfinding Project, funded through a Monash Business School Interdisciplinary Research (IDR) seed grant, investigates how people with cognitive impairments experience navigation challenges in everyday environments and why current tools often fail to meet their needs.

Common barriers include interpreting spatial cues, adapting to route changes, handling uncertainty and managing sensory pressure.

Through user-centred and co-design methods, the project studies both individual and support-network requirements, including the roles of carers and support workers.

The project aims to design inclusive navigation solutions that improve independence, safety and participation in community life.

### ADVANCING DISABILITY-INCLUSIVE FINANCIAL SYSTEMS IN THE INDO-PACIFIC

This Monash University Incubator Build funded project, explores how strengths commonly associated with autism and Attention Deficit Hyperactivity Disorder (ADHD), including pattern recognition, persistence and detail sensitivity, can be better supported in finance roles that require high accuracy under pressure. It examines the fit between cognitive profiles and specific tasks and tests whether targeted digital tools and workflow supports improved performance and sustainability.

The research aims to provide evidence for strengths-based workforce design rather than deficit-based assumptions. Outcomes are intended to help organisations broaden neuroinclusive talent pathways in financial services.

# OPPORTUNITY TECH LAB

## ENGAGEMENT ACTIVITIES

### ENGAGEMENT ACROSS DISABILITY AND INCLUSION CONFERENCES

In 2025, Opportunity Tech Lab (OTL) engaged with disability organisations, advocacy groups and National Disability Insurance Scheme (NDIS) representatives across a series of conferences focused on neurodivergence, disability and inclusive employment, including the Neurodivergence Wellbeing Conference, the Disability at Work Conference and the National Disability Summit.

Across these events, OTL showcased [VRelovate](#), a co-designed virtual reality tool that supports neurodivergent and cognitively impaired individuals to explore employment pathways through safe, immersive job-role experiences. Professor Charmine Härtel presented on the application of VRelovate in workforce transition and highlighted the Lab's Department of Social Services-funded project with Wallara, which focuses on person-centred, co-designed approaches to employment readiness.

Participation in these conferences enabled OTL to connect with disability service providers, employers government representatives, educators and inclusive training organisations, supporting knowledge exchange on inclusive technologies, accessible training design and personalised pathways to workforce participation.



### PROMOTING INCLUSIVE BANKING

23-25 May 2025

The Opportunity Tech Lab team co-organised a three-day workshop in Dhaka, delivered in collaboration with Prime Bank and Team Inclusion Bangladesh, focused on disability-inclusive banking. The program combined experiential learning, legal insights and action planning to help break attitudinal barriers and support more inclusive financial services. Similar workshops are planned for Fiji and Indonesia.

#### Top

Opportunity Tech Lab at 2025 National Disability Summit in Melbourne.

#### Left

Professor Charmine Härtel at the 2025 Neurodivergence Wellbeing Conference on the Gold Coast.

# SODA LABS

Further information  
Find out more about [SoDa Labs](#)



## DIRECTORS' MESSAGE

SoDa Laboratories had another very active year. Our major platforms – The Monash IP Observatory, Astro and Assistant – all received major upgrades and launches in one way or another. These platforms continue to bring frontier AI tooling and global scientific measurement for impact. In particular, our strong partnership with the United Nations Human Rights Commission has led to further support for several international human rights investigations, the initiation of an important new forecasting project on human rights risks and SoDa Lab's participation in the global Human Rights X conference.

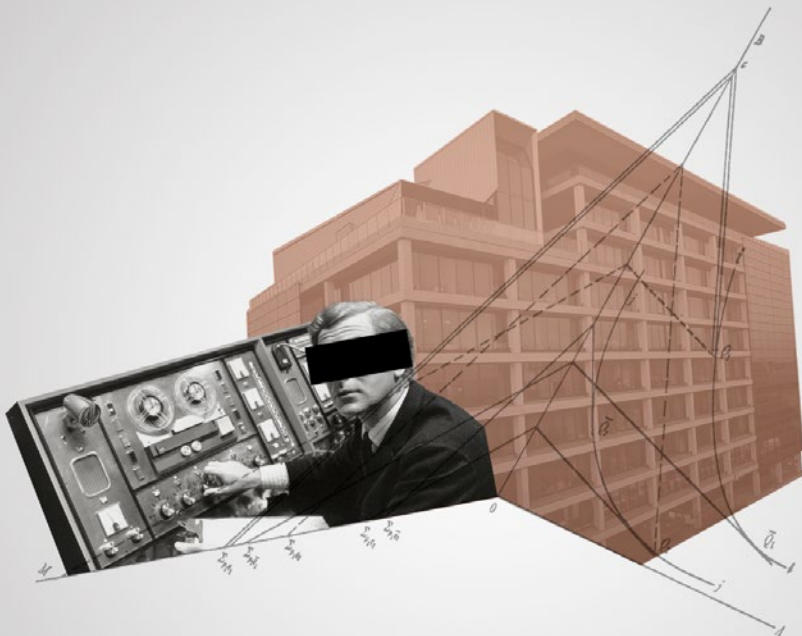
A highlight was recently learning of the awarding of the Monash IP Observatory as a "top 10 breakthroughs in 2025" award by the Deputy Vice-Chancellor (Research and Enterprise) at Monash University. This inaugural award recognises the transformational impact of the Observatory, as judged by a panel of eminent Monash academic peers. And last but not least, SoDa was delighted to see the awarding in 2025 of PhDs to Cynthia Huang and Patrick Healy – both involved in cutting edge scientific work at the intersection of artificial intelligence, machine-learning, data-science and quantitative social science.



**Professor Paul Raschky**  
Co-Director, SoDa Labs



**Professor Simon Angus**  
Co-Director, SoDa Labs



# SODA LABS

## RESEARCH PROJECTS

### MONASH IP OBSERVATORY

The Monash IP Observatory is a large-scale data initiative that monitors global internet disruptions, censorship and information blackouts.

Data collected is used to support human rights investigations and policy interventions by international bodies, including the United Nations Office of the High Commissioner for Human Rights (OHCHR). The platform provides real-time insights into network anomalies and digital suppression events.

In 2025, the Observatory's website received a major upgrade, for the first time providing regularly updated information on internet connectivity and latency anomalies globally.

This work was recognised by Monash University's inaugural "Top 10 Breakthroughs of 2025" awards.

In addition, the Observatory team supported three United Nations nation-state human rights investigations and embarked on a major new human rights risk prediction project.

2025 also saw a step-up in SoDa's role in supporting AI literacy across Monash and beyond. SoDa Labs leaders delivered numerous talks on AI for research and business management and participated in the Business School's targeted Executive Education activities with major companies looking to safely transform their practices with emerging AI technologies.

See more about the initiative [here](#)

### ASTRO

Astro is an advanced AI-powered semantic search tool developed by SoDa Labs to assist users navigate vast scientific knowledge domains. Designed to enhance research discovery within Monash University's Pure research database, Astro enables automated discovery, clustering, labelling and output generation using natural language queries. By leveraging cutting-edge Natural Language Processing (NLP) and generative AI, Astro helps researchers efficiently map scientific literature through intuitive prompts, addressing the 'vast-tiny' challenges in academic research.

In 2025, Astro grew its user base to just under five hundred users across Monash and saw the delivery of the new 'org-map' functionality, enabling users to map the capabilities of a given organisational unit within Monash.



### ASSISTANT GPT

Assistant is a sophisticated AI tool developed by SoDa Labs to streamline academic and non-academic AI-powered research tasks. The tool is designed to enhance productivity while maintaining data ethics, privacy, accuracy and research integrity by design.

In August 2025, Assistant was released across Monash for the first time, after solving several challenges associated with funding and user experience. Development of the tool has been ongoing since, with Workspaces, peer-review, library and Retrieval-Augmented Generation (RAG) search and the enhanced citation system all aimed at giving users the best-in-class model-agnostic, AI multi-tool experience.

By the end of 2025, Assistant had more than 200 users, 95% of whom were in the Faculty of Business and Economics, with around fifty monthly active users making between 65 and 180 model calls per month. New features are planned including shared document libraries (Collections) and enhanced integrations.



## PARTNERSHIPS

### UNITED NATIONS OFFICE OF THE HIGH COMMISSIONER FOR HUMAN RIGHTS (OHCHR)

*Type of partnership: Multigovernmental Organisation*

SoDa Labs has partnered with the United Nations OHCHR for several years, supporting its efforts to monitor internet shutdowns, censorship and digital suppression events. The IP Observatory, developed and maintained by SoDa Labs staff, delivers daily anomaly detection reports and insights that strengthen OHCHR's investigations into digital rights violations.



### OFFICE OF COMMUNITY COHESION, DEPARTMENT OF HOME AFFAIRS

*Type of partnership: Government*

SoDa Labs supported the Office of Community Cohesion through the Australian Resilient Democracy Network (ARDN), hosted by the School of Public Policy at the Australian National University (ANU). The lab provided expert insights and participated in several research projects spanning the use of AI and natural language processing (NLP) methods in tracking narratives of democratic resilience, the intersection of natural disaster resilience and democratic resilience and measuring social cohesion.



# SODA LABS

## ENGAGEMENT ACTIVITIES

### G100 / ORACLE – CFO ROUNDTABLE - MELBOURNE

24 July 2025

The CFO Roundtable saw a dozen highly engaged CFOs from some of Victoria's largest organisations engage with Dean, Faculty of Business and Economics and Head of Monash Business School, Professor Simon Wilkie and Professor Simon Angus on diverse topics including AI technology, deployment, safety and business and economic transformation.

Read more about the event [here](#)

#### Left to right:

Stephen Woodhill (CEO of G100), Professor Simon Wilkie (Dean, Faculty of Business and Economics and Head of Monash Business School), Rami Matar (Oracle Senior Solutions Consultant) and Professor Simon Angus.



### BERKELEY INNOVATION FORUM - SAN JOSE

8 -11 September 2025

The Berkeley Innovation Forum convened senior executives and researchers across IBM Almaden, Microsoft, NetApp and the SETI Institute around the theme “How to Globally Scale & Diffuse AI Through Open Innovation,” with speakers including Henry Chesbrough, UC Berkeley Chancellor Rich Lyons and leaders from IBM, Dell, Microsoft, Cisco and the UN.

Professor Paul Raschky represented Monash in the “Solving Specific Corporate AI Challenges” session on Day 2, presenting Translating Social Data Science into Impact — asking how to connect early-stage AI research prototypes with international markets to accelerate spin-offs and how to adapt lean startup principles to industries like defense, telecoms and finance where validation cycles are slow and fragmented.



### ORACLE DATA & AI FORUM - MELBOURNE

29 October 2025

“The Forum brought together industry tech leaders, experts and innovators to explore how businesses and organisations can harness the power of data and unleash Oracle AI capabilities to solve some of the biggest challenges these organisations are facing.” Professor Simon Angus, was interviewed on stage to discuss the risks and opportunities of enterprise adoption of AI.

Read more about the event [here](#)

### RIGHTS X SUMMIT – GENEVA

10-11 December 2025

“RightsX brings together governments, the UN system, civil society, the private sector, innovators and the broader human rights ecosystem to explore how technology, data, foresight and partnerships can advance human rights in the digital age. Held over one and a half days, in a hybrid forum it aims to deliver insights and solutions through dialogues, roundtables and workshops to inform a future human rights toolbox that delivers global leadership, renewed trust, actionable blueprints and partnerships.”

Professor Simon Angus participated in an invited panel titled, “Unlocking Human-Rights Insights: Responsible AI in Service of Prevention, Protection & Accountability” where he outlined a new project SoDa Labs is undertaking with the United Nation OHCHR aimed at improving prediction of human rights risk in specific locations, weeks in advance.

Learn more about the project [here](#)

## SODA LABS

### COMMERCIALISATION

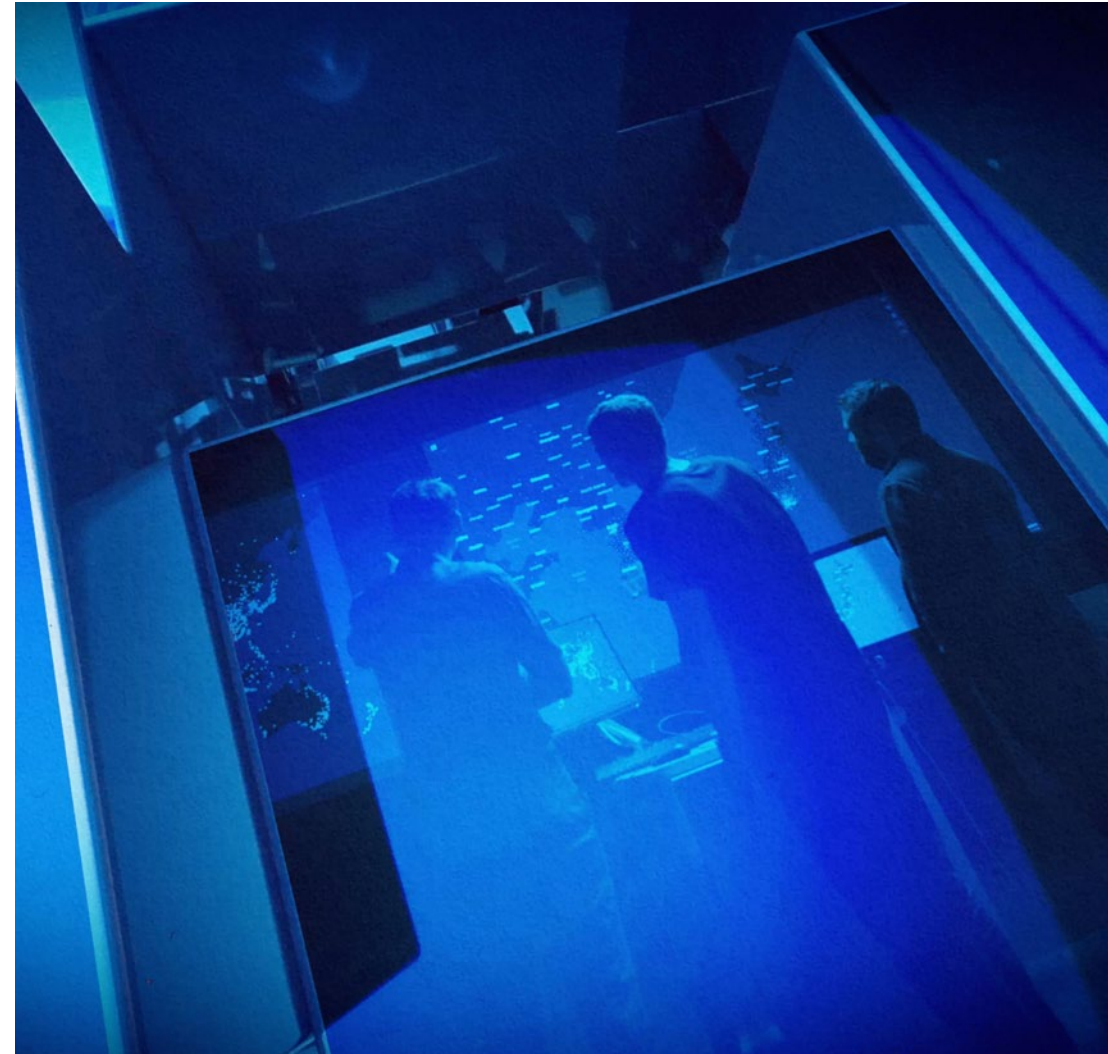
#### KASPR DATAHAUS PTY LTD

[KASPR Datahaus](#) is a commercial spin-off from SoDa Labs that specialises in alternative data analytics for finance, security and public policy sectors. By leveraging advanced AI and big data processing, KASPR provides real-time insights. KASPR successfully graduated from the Monash Business School's Creative Destruction Lab program and represented Monash at the Australian Defence Science, Technology and Research (ADSTAR) summit, where it engaged with major technology and investment firms.

**KASPR** Datahaus

#### ASTRO

Astro offers advanced AI-powered knowledge discovery and mapping capabilities at enterprise scale. It is currently accessible to all Monash University staff, with early discussions underway with other Australian universities and major scaling partners in the knowledge data ecosystem. Astro's adaptable framework also enables application across other domains, broadening its potential impact on research discovery and capability mapping.



## CONTACT DETAILS

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