Confederation of Indian Industry

CONFEDERATION OF INDIAN INDUSTRY

CII Industry–Academia Global Partnership Delegation to Australia

Delegation Report

17th – 24th June 2026

Melbourne | Canberra | Sydney

Led by Mr Amit Gossain and Professor V. Ramgopal Rao

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Executive Summary

The Confederation of Indian Industry (CII) organised the Industry–Academia Global Partnership Delegation to Australia from 17–24 June 2026, covering Melbourne, Canberra and Sydney. Led by Mr Amit Gossain, Chairman, CII National Committee on Industry–Academia Partnerships and Chairman & Managing Director, KONE Elevators India, and Prof. V. Ramgopal Rao, Vice Chair (Academia), CII National Committee on Industry–Academia Partnerships, the delegation brought together leaders from premier Indian universities, research institutions and industry to strengthen collaboration with Australia's leading innovation ecosystem.

The mission was undertaken in the context of the growing India–Australia Comprehensive Strategic Partnership with the objective of advancing collaboration in research, innovation, technology commercialisation, startup ecosystems, advanced manufacturing, skills development and workforce mobility.

During the week-long mission, the delegation engaged with leading universities and research institutions, senior representatives of the Australian Federal, State and governments, key trade and investment agencies, diplomatic missions, industry associations and global corporations. Discussions covered strategic areas including artificial intelligence, quantum technologies, semiconductors, advanced manufacturing, health technologies, clean energy, critical minerals, green steel, smart infrastructure and research commercialisation.

A defining observation from the delegation was Australia's strong shift towards viewing India as a long-term strategic partner. Across institutions, there was a shared commitment to expanding joint research, dual doctoral programmes, technology transfer, startup exchange, industry-funded research and commercialisation of deep technologies.

The delegation also witnessed internationally recognized models of innovation precincts where universities, startups, hospitals, corporate and government agencies are co-located to accelerate research translation and economic impact. These models provide valuable reference points for strengthening India's own industry–academia ecosystem.

Interactions with Australian government agencies reaffirmed strong policy support for collaboration with India across education, innovation, trade and investment, while industry engagements highlighted significant opportunities in smart manufacturing, digital technologies, clean energy, sustainable infrastructure and talent mobility.

The mission identified several actionable pathways for future engagement, including expanding institutional partnerships, facilitating joint research and innovation programs, strengthening startup and incubation linkages, promoting technology commercialisation, enabling industry participation in shared research infrastructure, and supporting structured workforce mobility initiatives.

Overall, the delegation successfully reinforced CII's role as a catalyst for international industry–academia collaboration and established a strong foundation for translating the growing India–Australia strategic partnership into long-term research, innovation and industry outcomes that benefit both countries.

I. ABOUT THE DELEGATION

The Confederation of Indian Industry (CII) organised an Industry–Academia Global Partnership Delegation to Australia from 17th to 24th June 2026, led by CII delegation leadership including Mr Amit Gossain, Chairman and MD, KONE Elevators India and Professor Ramgopal Rao, Group Vice chancellor, BITS PILANI. The delegation comprised representatives from leading Indian universities and research institutions, alongside industry participants, and travelled across Melbourne, Canberra and Sydney.

The Mission built upon the momentum of the India–Australia Comprehensive Strategic Partnership and the Australia–India Economic Cooperation and Trade Agreement (ECTA), with a specific focus on deepening industry-academia linkages, joint research, technology commercialisation, startup ecosystem collaboration, and talent mobility between the two countries.

KEY OBJECTIVES OF THE MISSION

1. To deepen engagement between Indian and Australian universities, research institutions and industry on collaborative research, joint degree programs, and technology commercialisation.
2. To understand Australia's innovation and startup-incubation ecosystem and identify structured mechanisms for cross-border startup exchange and investor engagement.
3. To engage with Australian state and federal government representatives on education, innovation, trade, investment and workforce mobility.
4. To explore industry-specific collaboration opportunities with Australian corporates operating in India, and to strengthen people-to-people and diaspora linkages.

EXPECTED TAKEAWAYS

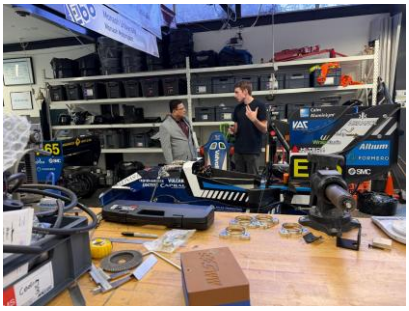
- Strengthened institutional partnerships between Indian and Australian universities
- Identification of scalable joint-venture and joint-research models
- Enhanced pathways for startup incubation, technology transfer and research commercialisation
- Deeper engagement with Australian state governments and trade promotion agencies
- Reinforced people-to-people ties through the Indian diaspora and cultural infrastructure

II. MEETINGS & VISITS
MELBOURNE

1. MONASH UNIVERSITY

17 June 2026 | Clayton Campus, Melbourne





The delegation's engagements opened with a welcome from Professor Craig Jeffrey, Deputy Vice-Chancellor (International) and Senior Vice-President, followed by presentations from senior Monash leadership on the university's research, development and innovation activity, the Monash Innovation Labs, and the work of the Monash AI Institute. CII leadership, represented by Mr Amit Gossain and Professor Ramgopal Rao, presented an overview of CII and the objectives of the delegation.

A dedicated session on the Monash AI Institute — home to more than 60 full-time machine-learning faculty and 200-plus PhD candidates — highlighted the university's work on neurosymbolic AI, which combines statistical learning with symbolic reasoning to reduce hallucination and improve auditability in AI systems. Delegates were briefed on Monash's contribution to the AlphaFold protein-structure architecture (recognised by the 2024 Nobel Prize in Chemistry), on defense-funded visual-reasoning research, and on live industrial applications including a dermatology diagnostic model and logistics-optimisation work with Amazon Web Services.

Delegation leadership from BITS Pilani framed the broader India–Australia academic corridor as having evolved through three generations of collaboration: the IIT Bombay–Monash model (foundational joint IP and dual-supervised PhDs), the IIT Delhi–University of Queensland model (engineering-focused scale-up), and the BITS Pilani–RMIT model (the fastest-growing, commercially self-sustaining framework). The Gen-1 (IITB–Monash) and Gen-3 (BITS Pilani–RMIT) models were highlighted as the most replicable templates for future corporate and institutional sponsorship.

Key Takeaways

- Monash's scale, ranking, and AUD 982M industry-research income base make it a natural anchor partner for Indian institutions seeking joint IP creation and deep-tech co-incubation.
- The SINE (IITB)–Monash pilot offers a structured, reciprocal pathway for Indian deep-tech startups to enter the Australian market and vice versa.
- Neurosymbolic AI research at Monash — combining statistical learning with symbolic reasoning — presents a relevant reference model for Indian industry evaluating high-compliance AI applications in finance, legal and supply-chain domains.

- Co-location within the Monash Innovation Precinct offers Indian industry and R&D teams access to shared advanced manufacturing and testing infrastructure without major capital outlay.
- The Gen-1 (IITB–Monash) and Gen-3 (BITS Pilani–RMIT) academic corridor models were identified as the most promising templates for scaling corporate-sponsored talent and research pipelines.

2. CSIRO — CENTRE OF EXCELLENCE FOR GREEN STEEL AND CRITICAL MATERIALS

17 June 2026 | Melbourne

The delegation visited CSIRO's minerals processing facility for an overview of its research program, followed by briefings on CSIRO's scholar network and the Australia–India Green Steel Program, and a tour of the laboratories.

Key Takeaways

- CSIRO's minerals processing and green steel research offers direct relevance to India's decarbonisation and critical minerals priorities.
- The Australia–India Green Steel Program represents an active, ongoing bilateral research collaboration that Indian industry and research institutions can build upon.

3. UNIVERSITY OF MELBOURNE

18 June 2026 | Parkville Campus, Melbourne

The delegation held a high-level briefing with senior academic leadership of the University of Melbourne, opened by the Pro Vice-Chancellor (Research Collaboration), with introductions

facilitated by the Director, Strategic Intelligence. The Deputy Vice-Chancellor (Global, Culture & Engagement) joined the subsequent networking lunch.

The University of Melbourne is ranked first in Australia and 19th globally in the QS World University Rankings. It generates AUD 956 million in annual research income and deploys AUD 1.6 billion in research expenditure across its faculties, producing approximately 15,000 scholarly outputs annually — equivalent to a new peer-reviewed paper roughly every 30 minutes. The university manages over 2,000 live research contracts with external corporate and government partners.

Discussions covered the University's innovation-precinct model, which co-locates academic researchers, early-stage spinouts and corporate tenants. The Melbourne Biomedical Precinct — the third-largest biomedical hub globally — concentrates three major public hospitals and four medical research institutes within a five-square-kilometre zone, and includes the newly opened Centre for Medical Discovery, Australia's first collaborative hospital-based medtech research centre. Melbourne Connect, a digital-innovation precinct, hosts corporate anchors including Illumina and Rockwell, and has produced commercial successes.

The delegation was also briefed on India's macro higher-education landscape as context for the partnership: India's GDP growth of 7.7 percent, a higher-education enrolment base of 43.3 million students (including nearly 10 million in STEM disciplines and over 300,000 active PhD scholars), and national missions such as the National Quantum Mission and semiconductor foundry incentives. India's target of a 50 percent Gross Enrolment Ratio by 2035 was discussed as a driver of the growing number of foreign university campuses being established in India.

A comparative discussion on startup ecosystems noted that India ranks third globally for the number of startups (117-plus unicorns) against Australia's 14th-place ranking (10-plus unicorns), with BITS Pilani alone having produced 17 unicorns from its alumni network.

The Melbourne India Postgraduate Academy (MIPA) was highlighted as an active joint-doctoral framework, having supported more than 50 joint PhDs since 2018.

Key Takeaways

- The University of Melbourne's innovation-precinct model (Melbourne Biomedical Precinct and Melbourne Connect) offers a replicable co-location framework for Indian institutions and industry seeking shared R&D infrastructure.
- The Aikenhead Centre for Medical Discovery is a newly established, hospital-embedded medtech research facility relevant to Indian medtech and biotech collaboration.
- MIPA's track record of 50-plus joint PhDs since 2018 provides an established structure for sponsoring joint doctoral candidates and co-owning resulting IP.
- India's scale in STEM enrolment and startup activity was positioned as a complementary strength to Australia's research depth and capital-intensive infrastructure.

4. DEPUTY LORD MAYOR OF MELBOURNE

18 June 2026 | Melbourne Town Hall

The delegation met with Deputy Lord Mayor Roshena Campbell to discuss Melbourne's engagement with India. Melbourne hosts the largest and fastest-growing Indian diaspora in Australia, and local government representatives noted that international students from India are increasingly viewed as long-term contributors to the local knowledge economy rather than temporary academic visitors.

The City of Melbourne has placed its innovation and startup portfolio under dedicated council leadership, positioning local government as a direct feedback channel into State and Federal innovation policy. The delegation was briefed on the City's plans for a dedicated "Little India" precinct — a cultural and retail landmark intended to host major bilateral events and serve as a community, trade and networking hub — as well as the City's focus on supporting the translation of medical device, vaccine and biotechnology research into local manufacturing.

Key Takeaways

- Melbourne's status as home to Australia's largest Indian diaspora positions the city as a natural entry point for Indian institutions and enterprises engaging the Indo-Pacific region.
- The upcoming "Little India" precinct offers a future venue for cultural, trade and community-facing engagement between Indian and Australian stakeholders.
- Municipal government's direct feedback loop to State and Federal policy can be a useful channel for flagging visa, regulatory or scaling issues encountered by Indian institutions and companies.

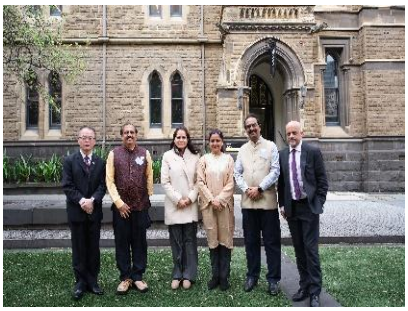
5. CONSUL GENERAL OF INDIA, MELBOURNE

18 June 2026 | Melbourne

The delegation held a meet-and-greet with **Shri Anish Rajan,** Consul General of India, Melbourne, providing a further platform to consolidate the delegation's Australia engagements with government and business stakeholders.

6. RMIT UNIVERSITY

19 June 2026 | Melbourne



The delegation was welcomed by senior RMIT representatives from its international engagement, research, innovation, engineering and industry-partnership divisions, followed by tours of the Advanced Manufacturing Precinct (AMP) and the D2D facility, and a lunch hosted at RMIT's Oxford Scholar.

RMIT is ranked among the world's leading universities in design, architecture, engineering and applied research, with approximately 104,000 students, over 560,000 alumni globally, and around 12,000 academic and professional staff. The university maintains international campuses and partnerships across Vietnam, Singapore, China, Hong Kong and Indonesia, with its Vietnam campus among the largest international branch campuses in the region.

RMIT identified India as a priority market for its international engagement agenda, citing advanced manufacturing, artificial intelligence, healthcare technologies, clean energy, and innovation and entrepreneurship as priority collaboration areas. RMIT hosts more than 8,700 students of Indian origin and a significant number of Indian-origin faculty. Discussions covered joint research initiatives, student and faculty mobility, and skills-development partnerships. The meeting, held in RMIT's historic Council Chamber, also referenced the university's 140-year history and its industry-connected,

applied-learning model — closely aligned with the BITS Pilani–RMIT partnership referenced earlier in the delegation's program.

Key Takeaways

- RMIT's industry-integrated educational model closely aligns with CII's own focus on strengthening industry-academia linkages in India.
- RMIT's priority collaboration areas — advanced manufacturing, AI, healthcare technologies and clean energy — map directly onto CII member-industry priorities.
- The scale of RMIT's Indian-origin student and faculty base provides a strong existing foundation for expanding joint research and mobility programmes.

7. GLOBAL VICTORIA, INVEST VICTORIA AND STUDY MELBOURNE

19 June 2026 | Melbourne

The delegation was briefed by Global Victoria and Study Melbourne on the Victorian Government's engagement with India across education, research, innovation, trade and investment. Global Victoria, the State Government's international engagement agency, maintains two Trade and Investment Offices in India supporting collaboration between Victorian and Indian organisations. Study Melbourne highlighted that India has become Australia's largest source of international students.

The Victorian Government's India Strategy, titled "Our Shared Future", provides the overarching framework for engagement across education, research, innovation, trade, investment and cultural exchange. Examples of existing industry collaboration cited included Rubicon Water's irrigation-modernisation projects in India and Sunpower Renewables — founded by Monash alumni — which supplies renewable energy solutions to the Indian market.

Key Takeaways

- Victoria's "Our Shared Future" India Strategy offers a structured, government-backed framework that Indian industry and institutions can align with for longer-term engagement.
- Existing Victorian success stories in irrigation modernisation and renewable energy (Rubicon Water, Sunpower Renewables) point to replicable models for India-facing clean-technology and infrastructure collaboration.
- India's position as Australia's largest source of international students underscores the depth of the existing education relationship as a platform for expanded research and industry ties.

8. AUSTRALIAN NATIONAL UNIVERSITY (ANU)

22 June 2026 | Canberra


The delegation was introduced to ANU's research, commercialisation, education and international-engagement portfolios by Professor Tim Senden (Pro Vice-Chancellor, Research Infrastructure and Entities), Mr Scott Pearsall (Pro Vice-Chancellor, International and Future Students) and Mr Viraj Agnihotri (Commercial Development Manager, Commercialisation & IP), followed by breakout discussions with ANU's Colleges of Systems and Society, Science and Medicine, and Business and Economics, alongside the ANU Commercialisation & IP portfolio.

Key Takeaways

- ANU's commercialisation and IP function offers a distinct pathway for Indian institutions seeking structured technology-transfer partnerships, separate from the teaching-led model of other universities visited.
- Breakout engagement across ANU's Colleges highlighted the breadth of potential collaboration areas spanning systems and society, science and medicine, and business and economics.

9. UNSW CANBERRA AND THE CANBERRA BUSINESS AND RESEARCH INNOVATION NETWORK (CBRIN)

22 June 2026 | Canberra


Following the ANU session, the delegation met representatives of CBRIN together with UNSW Canberra leadership and ACT Government officials to understand Australia's innovation ecosystem and the mechanisms supporting startups, research commercialisation and entrepreneurship. The

session included an overview from CBRIN, a briefing from the ACT Government on its 2030 Strategic Economic Development Framework and support for the innovation ecosystem, an overview from VisitCanberra and Study Canberra on their engagement with the India market, and remarks from UNSW Canberra on its plans for expanded engagement, including with Bengaluru.

Discussions covered best practices in incubation, accelerator programmes, investor engagement, mentoring and technology transfer, with both sides exploring joint incubation programmes, startup exchanges, mentor networks and innovation partnerships in priority technology sectors. Industry partners in attendance included representatives from Intersoft Electronics and Skykraft, reflecting Canberra's defence, space and electronics industry base.

Key Takeaways

- CBRIN's incubation and accelerator infrastructure offers a reference model for structured startup exchange between Indian and Australian innovation ecosystems.
- The ACT Government's 2030 Strategic Economic Development Framework provides an official policy anchor for institutional and industry partnerships in Canberra.
- The presence of defence- and space-sector industry partners (Intersoft Electronics, Skykraft) signals potential collaboration areas in cybersecurity, space technologies and digital innovation — sectors the ACT Government identified as strategic strengths.

10. HIGH COMMISSIONER OF INDIA TO AUSTRALIA AND CHIEF MINISTER, ACT

22 June 2026 | Canberra

The delegation held meet-and-greet sessions with His Excellency Shri Nagesh Singh, High Commissioner of India to Australia, and with Mr Andrew Barr, Chief Minister of the Australian Capital Territory. These engagements reinforced government-level support for the delegation's objectives and provided an opportunity to brief both the High Commission and the ACT Government on the outcomes of the delegation's academic and industry meetings in Canberra.

11. UNIVERSITY OF SYDNEY

23 June 2026 | Camperdown Campus, Sydney


The delegation's Sydney program began with a tour of the University's Advanced Manufacturing Facility and the Sydney Nanoscience Hub, followed by a welcome session at the Messel Lecture Theatre featuring presentations on research and innovation at the University of Sydney, researcher-led entrepreneurship, and the work of the Office of Global Research and Engagement. CII delegation leadership, Mr Amit Gossain and Professor Ramgopal Rao, addressed the gathering.

Established in 1850, the University of Sydney is among Australia's leading universities, with over 70,000 students and nearly 5,000 research students. Its strategic research priorities include quantum technologies, artificial intelligence, semiconductor technologies, national security and defence, health and medical research, sustainability and climate solutions, and advanced manufacturing. The University's commercialisation ecosystem includes a dedicated commercialisation office, proof-of-concept funding programmes, and entrepreneurial training initiatives supporting startup incubation and venture creation.

Delegates also engaged separately with the University's Faculty of Medicine and Health, which employs approximately 1,700 staff, serves more than 8,500 students, and generates annual research income exceeding AUD 390 million across its four schools of Medical Sciences, Health Sciences, Nursing and Public Health. Research priorities include infectious diseases, precision medicine, cancer research, genomics and digital health, delivered through an integrated health-precinct model connecting researchers, hospitals and industry partners.

Key Takeaways

- The University of Sydney's strategic priorities in quantum technologies, semiconductors and AI closely mirror India's own national deep-tech missions, suggesting strong scope for joint research programmes.
- The University's proof-of-concept funding and entrepreneurial training programmes offer a template for strengthening research commercialisation pathways in Indian institutions.
- The Faculty of Medicine and Health's integrated health-precinct model — linking researchers, hospitals and industry — is relevant to Indian institutions seeking to accelerate translation of health research into clinical and commercial outcomes.

12. AUSTRALIAN INDUSTRY GROUP

23 June 2026 | Sydney

The delegation participated in a networking lunch hosted by the Australian Industry Group, organised in partnership with CII and supported through the Australia–India Business Engagement Program funded by the Centre for Australia–India Relations (CAIR). Ai Group represents over 60,000 businesses across manufacturing, technology, engineering, healthcare, education and services, with more than 50 years of industry representation across Australia.

Mr Ryan Nelson, Chief Executive Officer of CAIR, addressed the gathering, noting that the Australia–India relationship is entering a growth phase and that the Australian Government has identified education and skills, clean energy, agribusiness, tourism, advanced technologies, AI and digital innovation as priority sectors for collaboration with India. He emphasised that Australia increasingly views India not merely as a services hub but as a global leader in AI, digital technologies and technology entrepreneurship.

Key Takeaways

- CAIR's identification of priority sectors (education, clean energy, agribusiness, advanced technologies) offers a clear roadmap for where Australian Government support for India collaboration is concentrated.
- Ai Group's scale and longstanding industry representation make it a valuable channel for connecting Indian companies directly with Australian industry counterparts.

13. UNSW SYDNEY

23 June 2026 | Sydney

The delegation visited UNSW Sydney's Faculty of Engineering, one of Australia's largest, with more than 20,000 students and researchers across eight engineering schools spanning civil, electrical, mechanical, chemical and biomedical engineering, computing, renewable energy, and design and innovation. Research centres focus on energy transition, quantum technologies, transport systems, advanced manufacturing and digital technologies. UNSW highlighted existing India engagement through joint degree programmes, research partnerships, student mobility and lifelong-learning initiatives.

Key Takeaways

- UNSW's scale in engineering education and its existing joint-degree infrastructure with Indian institutions provide a strong base for expanding workforce-training and industry-oriented engineering programmes.
- UNSW's research strength in quantum technologies and renewable energy aligns with areas identified elsewhere in the delegation's program (ANU, University of Sydney) as shared strategic priorities.

14. CONSUL GENERAL OF INDIA, SYDNEY AND AUSTRALIA INDIA BUSINESS COUNCIL (AIBC)

23 June 2026 | Sydney

The delegation held a meet-and-greet with Dr S. Janakiraman, Consul General of India in Sydney, together with representatives of the Australia India Business Council Ltd (AIBC), providing a further platform to consolidate the delegation's Sydney-leg engagements with government and business stakeholders.

15. KONE ELEVATORS

24 June 2026 | Sydney

The delegation held an industry interaction with senior leadership of KONE, the Finland-headquartered global leader in elevators, escalators and smart mobility solutions, which operates in more than 100 countries with a global workforce of approximately 60,000. KONE highlighted India as one of its largest markets globally after China, noting that roughly 80 percent of India's future building stock is yet to be constructed, and pointed to its major production facility in Chennai, which supports over 7,000 employees and contractors and has produced elevator designs subsequently adopted in global markets.

Discussion covered KONE's sustainability initiatives (energy-efficient elevators, recycled materials, smart monitoring), the integration of elevators into connected building-management systems, and the growing use of robotics and modular, off-site construction methods to address rising labour costs and workforce shortages in the construction sector. KONE also expressed interest in expanding research collaboration with Indian and Australian universities in robotics, smart-city technologies, AI-enabled infrastructure and digital twins.

Key Takeaways

- India's under-built future building stock represents a substantial long-term market opportunity for smart, energy-efficient vertical-mobility technology developed in collaboration with global players such as KONE.
- KONE's Chennai facility demonstrates a working model of India-to-global product innovation, relevant to CII's advanced-manufacturing agenda.
- Robotics, modular construction and digital-twin technologies discussed by KONE present concrete areas for India-Australia academic and industry collaboration in smart infrastructure.

16. PARLIAMENT OF NEW SOUTH WALES

24 June 2026 | Sydney

The delegation participated in a high-level interaction at the Parliament of New South Wales, bringing together parliamentarians, government officials, universities and industry leaders, including the Hon. Prudence Car MP (Deputy Premier, Minister for Education and Early Learning, and Minister for Western Sydney), the Hon. Warren Kirby MP (Minister and Head of Friends of India), and the Hon. Stephen Wahn (Minister for Skills and Training). Discussions centred on the Australia–India Economic Cooperation and Trade Agreement (ECTA) as an enabling framework, and NSW's role as Australia's leading economic state in translating bilateral agreements into practical business, manufacturing and trade outcomes.

Sessions covered opportunities in advanced manufacturing, critical minerals, sustainable infrastructure and clean technologies; the role of academic institutions in joint research and commercialisation; and the contribution of industry bodies such as CII in converting policy frameworks into tangible business outcomes. A dedicated session addressed workforce mobility, including a proposed "Indian Talent Initiative" to better match skilled Indian professionals with Australia's structural workforce shortages, alongside the role of the Indian diaspora in strengthening business and cultural ties in NSW.

Western Sydney University representatives also presented their expanding engagement with India, including a long-standing partnership in food and water security research and plans to establish a campus in Noida commencing academic activities in 2027, supported by the region's growth and the upcoming Western Sydney International Airport.

Key Takeaways

- NSW's positioning as Australia's leading economic state makes it a priority state-government partner for translating CII member-industry interests into concrete manufacturing and investment outcomes.
- The proposed "Indian Talent Initiative" is a concrete workforce-mobility mechanism that CII could actively engage with on behalf of Indian skilled professionals.
- Western Sydney University's planned Noida campus (2027) represents a direct, near-term transnational education opportunity for Indian institutional partners.

17. UNIVERSITY OF WESTERN SYDNEY AND TOUR OF LITTLE INDIA

24 June 2026 | Sydney

The delegation's final engagements included a campus visit to Western Sydney University and a closing visit to Sydney's Little India precinct, marking the conclusion of the mission.

III. KEY LEARNINGS AND WAY FORWARD

KEY LEARNINGS

1. Australian universities across Melbourne, Canberra and Sydney consistently identified India as a top-tier strategic partner, moving beyond a student-recruitment relationship toward joint IP creation, dual-supervised doctoral programmes, and co-investment in deep-tech commercialisation.
2. The India–Australia academic corridor has matured through three identifiable generations of collaboration — from foundational joint-IP models (IITB–Monash) to engineering-scale partnerships (IITD–University of Queensland) to financially self-sustaining, rapid-commercialisation models (BITS Pilani–RMIT) — offering a menu of replicable templates depending on institutional maturity and objectives.
3. Innovation precincts that physically co-locate researchers, startups and corporate tenants (Monash Innovation Labs, Melbourne Connect, the Melbourne Biomedical Precinct, UNSW Launch, CBRIN) are a recurring and effective model across Australian institutions, and offer Indian industry a route to shared R&D infrastructure without major capital outlay.
4. State and federal government agencies (Global Victoria, Study Melbourne, the ACT Government, the NSW Government, the Centre for Australia–India Relations) have each developed dedicated India strategies and priority-sector frameworks, indicating strong institutional and policy backing for deepened engagement.
5. Shared strategic research priorities recur across institutions — artificial intelligence, quantum technologies, semiconductors, clean energy, advanced manufacturing and health technologies — pointing to natural areas of convergence for joint Indian-Australian research and commercialisation programmes.
6. Workforce mobility and skills recognition remain a structural priority for Australia, creating an opening for coordinated engagement between CII, Indian training institutions and Australian industry and government on talent pipelines.
7. The Indian diaspora, and dedicated cultural infrastructure such as Melbourne's and Sydney's Little India precincts, continue to serve as an important soft-power and people-to-people bridge underpinning the formal institutional relationship.

WAY FORWARD

1. CII to work with Indian institutions to formalise participation in proven joint-research and joint-degree frameworks such as the IITB–Monash Joint Graduate School, the Melbourne India Postgraduate Academy, and the BITS Pilani–RMIT model, and to explore replicating these structures with additional Indian universities.
2. CII to facilitate structured startup-exchange mechanisms with the SINE (IITB)–Monash corridor and CBRIN, enabling Indian deep-tech startups to access Australian incubation, mentoring and investor networks, and vice versa.
3. CII member companies to evaluate co-location within Australian innovation precincts (Monash Innovation Labs, Melbourne Connect, UNSW Launch) to access shared advanced manufacturing, nanofabrication and clinical-trial infrastructure.

4. CII to engage Australian state trade and investment agencies (Global Victoria, Invest Victoria, NSW Government, ACT Government) to align sector-specific delegations — particularly in advanced manufacturing, clean energy, critical minerals and green steel — with existing bilateral programs such as the Australia–India Green Steel Program.
5. CII to explore a coordinated role in workforce-mobility initiatives, including the proposed Indian Talent Initiative, in partnership with Australian industry bodies such as AI Group and relevant government departments.
6. CII to support continued engagement with Australian universities on shared research priorities — AI, quantum technologies, semiconductors, and health and medical research — through follow-up technical workshops and MoUs building on the relationships established during this delegation.

IV. ANNEXURE MISSION PROGRAM

The delegation's program spans three cities and covered a mix of academic, government, and industry engagements, summarized below.

Date	Place of Visit	Time	Agenda / Focus
17 Jun	Monash University, Clayton Campus	09:45–13:00	Institutional welcome; presentations on research, innovation and Monash AI Institute; panel on the Monash Innovation Ecosystem; tour of Monash Innovation Labs.
17 Jun	CSIRO (Centre of Excellence, Green Steel & Critical Materials)	13:30–15:30	Overview of CSIRO's minerals processing program; Australia–India Green Steel Program; laboratory tour.
18 Jun	University of Melbourne	10:00–13:00	Meeting with academics on research collaboration and joint education programs; networking lunch.
18 Jun	Roshena Campbell, Deputy Lord Mayor, City of Melbourne	14:45–15:45	Meet and greet.
18 Jun	Shri Anish Rajan Consul General of India, Melbourne	16:00–16:45	Meet and greet.
18 Jun	Australia India Chamber of Commerce (AICC)	17:15–19:00	Australia–India Future Workforce & Innovation Economy Forum; panel discussion.
19 Jun	RMIT University	10:00–13:00	Welcome and introductions; tours of the Advanced Manufacturing Precinct and D2D.
19 Jun	Global Victoria, Invest Victoria & Study Victoria	14:00–15:30	Briefing on Victoria's India Strategy, trade and investment collaboration.
22 Jun	Australian National University (ANU)	09:30–11:30	Introduction to ANU research, commercialisation and international engagement; meetings with ANU Colleges and Research Schools.
22 Jun	University of New South Wales (UNSW), Canberra Innovation Network (CBRIN)	11:30–13:30	Meeting with CBRIN, UNSW Canberra leadership and ACT Government representatives on the innovation ecosystem.
22 Jun	His Excellency, Shri Nagesh Singh	14:00–15:45	Meet and greet.

Date	Place of Visit	Time	Agenda / Focus
	High Commissioner of India to Australia		
22 Jun	Mr Andrew Barr Chief Minister, Australian Capital Territory (ACT)	16:00–16:30	Meet and greet.
23 Jun	University of Sydney (Engineering Precinct & Nanoscience Hub)	09:00–12:00	Tours of Advanced Manufacturing Facility and Sydney Nanoscience Hub; institutional presentations.
23 Jun	Australian Industry Group	12:45–15:00	Plenary session and networking reception
23 Jun	UNSW Sydney	15:15–16:30	Campus visit and engineering faculty briefing.
23 Jun	Dr S. Janakiraman Consul General of India, Sydney	17:00–17:45	Meet and greet.
24 Jun	KONE Elevators	09:30–11:00	Industry interaction on smart infrastructure and mobility solutions.
24 Jun	Parliament House, NSW	13:00–15:00	Meet and greet NSW Government ministers.
24 Jun	University of Western Sydney	16:00–17:30	Campus visit.
24 Jun	Little India Precinct	17:35–18:00	Cultural precinct visit; delegation concludes.

VI. ANNEXURE — INSTITUTIONS, GOVERNMENT BODIES AND KEY CONTACTS

CII LEADERSHIP AND DELEGATION

1. Mr Amit Gossain, Chairman – CII National Committee on Industry Academia Partnerships, Chairman and Managing Director, KONE Elevators,
2. Prof V. Ramgopal Rao, Vice Chair (Academia), CII National Committee on Industry Academia Partnerships, Group Vice Chancellor, Birla Institute of Technology & Science, Former Director, IIT Delhi
3. Prof Bushra Ateeq, Dean of International Relations, IIT Kanpur
4. Dr Arvind Ajoy, Dean, Industry Collaboration and Sponsored Research (ICSR) and Associate Professor, Dept of Electrical Engineering, IIT Palakkad
5. Prof Amit Agarwal, Associate Dean Corporate Interaction (ADCI), Department of Civil Engineering, IIT Roorkee
6. Prof Rajesh Rai, Department of Mining Engineering, IIT (BHU), Varanasi
7. Prof Rajesh Kumar Upadhyay, Department of Chemical Engineering and Technology, IIT (BHU), Varanasi
8. Mr Yogesh Pandit, Director Product Acceleration, Foundation for Science Innovation and Development IISc.
9. Dr Ravi Gujjula, Chief – Skill Development & Industry Connect, The ICFAI Society, Hyderabad
10. Dr Sitamma Yalamnchili, Dean (International Accreditation & Collaboration), ICFAI Business School (IBS), Hyderabad – IFHE
11. Prof K L Narayana, Director (IFHE - ICFAI Tech), ICFAI School Of Technology (ICFAI Tech), Hyderabad – IFHE
12. Prof Jaskiran Arora, Dean - Education Quality & Dean – School of Management, BML Munjal University
13. Prof Deepak Pandit, Chair Professor & Senior Director – International Office, BML Munjal University
14. Dr Partha Sarkar, Vice Chancellor, JIS University, JIS University
15. Mr Gnansekaran, Founder & CEO, Q&Q Solutions
16. Dr Arash Sadr Dadras, CTO & WIPRO Innovation Network Lead/ ANZ, WIPRO
17. Mr Ramaprosad Ghosh, CEO, Kenverse Pvt Ltd
18. Mr Abhay Mehta, Chief Representative, CII Australia
19. Ms Khushbu Singh, Counsellor, CII
20. Ms Priyanka Thakur, Executive Officer, CII

UNIVERSITIES AND RESEARCH INSTITUTIONS ENGAGED

1. Monash University, Melbourne
2. CSIRO — Centre of Excellence for Green Steel and Critical Materials
3. University of Melbourne

4. RMIT University, Melbourne
5. Australian National University (ANU), Canberra
6. UNSW Canberra
7. University of Sydney
8. UNSW Sydney
9. Western Sydney University

GOVERNMENT AND TRADE BODIES ENGAGED

1. Deputy Lord Mayor, Melbourne
2. Consulate General of India, Melbourne
3. Global Victoria, Invest Victoria and Study Melbourne
4. Canberra Business and Research Innovation Network (CBRIN)
5. Australian Capital Territory (ACT) Government
6. High Commission of India, Canberra
7. Consulate General of India, Sydney
8. Parliament of New South Wales
9. Centre for Australia–India Relations (CAIR)

INDUSTRY BODIES AND COMPANIES ENGAGED

1. Australia India Chamber of Commerce (AICC)
2. Australian Industry Group
3. Australia India Business Council (AIBC)
4. KONE Elevators (Australia)