

PERTH, AUSTRALIA · RELOCATING TO EUROPE 2026

NICOLE LOCKWOOD

Founder, Lockwood Advisory · Systems-Transition Leader

INFRASTRUCTURE · CLIMATE TRANSITION · INDUSTRIAL
DECARBONISATION · GOVERNANCE REFORM · INNOVATION & SYSTEM
CHANGE



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Systems change when people do.

20⁺

YEARS LEADERSHIP

35⁺

BOARD & ADVISORY

10⁺

SECTORS IMPACTED

6

JURISDICTIONS

Executive Statement

Nicole Lockwood is a systems-transition leader who builds organisations and brokers alignment across the most complex transitions of our time. For two decades she has founded, led and chaired the institutions that shape how policy, industry, capital and community move together: from Western Australia's first 20-year State Infrastructure Strategy to Australia's first cross-sector Net Zero collaboration for infrastructure.

She is now bringing that capability to the European climate transition, where the work she has spent her career preparing for is most needed. She relocates to Europe at the end of 2026, a deliberate move into the climate ecosystem doing the most consequential leadership work of this moment.

The right conversation between the right people, at the right time, can unlock years of progress.

CAPABILITY

Strategic & Operational Capabilities

01

Strategic Leadership & System Reform

Architect cross-sector systems that unlock strategic clarity, coordinated investment and resilient outcomes, translating vision into operational delivery.

02

Climate Resilience & Industrial Decarbonisation

Steer sectors through the shift to Net Zero with frameworks that marry climate ambition to practical, industry-wide execution.

03

Capital Mobilisation & Resource Stewardship

Attract, align and steward institutional and philanthropic capital at scale, from \$55M venture cornerstones to multi-billion-dollar federal pipelines.

04

Stakeholder Consensus & Social Licence

Turn competing interests into collective will, building the trust and alignment that lets decisions endure across political cycles.

05

Governance, Risk & Board Leadership

Strengthen institutions through principled governance, foresightful risk stewardship and leadership across multiple jurisdictions.

PROOF OF DELIVERY

Career-Defining Achievements

Eight system-shaping outcomes across infrastructure, climate transition, governance reform and capital mobilisation.

WESTERN AUSTRALIA · FIRST

20-Year State Infrastructure Strategy

Delivered as Chair of Infrastructure WA (2022); shaped the 2027 refresh integrating climate, resilience and future systems.

AUSTRALIA · FIRST

Cross-Sector Net Zero Collaboration

Convened 12 national infrastructure peak bodies and government agencies to develop a shared work program that accelerated policy reform and implementation.

FEDERAL GOVERNMENT

Review of Infrastructure Australia

Co-led for Minister Catherine King; recommendations formally adopted and implemented, modernising national governance.

AUSTRALIA · FIRST

Cumulative Environmental Impact Model

Delivered through the Westport process; integrating environmental, industry and community outcomes for major supply-chain decisions.

AUD \$100M FUND

Nature Restoration

Currently leading fundraising for a major nature-positive investment vehicle for WA as Director of Biome Foundation.

AUD \$55M FUND

Purpose Ventures

Supported the establishment of the AUD\$55M Purpose Ventures Fund and personally secured the cornerstone investor at \$12M, attracting capital at institutional scale.

AUD \$23M

Marine Resilience Investment

Enabled through the Westport Taskforce, alongside delivery of the preferred supply-chain solution for Western Australia.

70+ STAKEHOLDERS

Four-Year Consensus Process

Brokered as Executive Chair of the Westport Taskforce across government, industry, community, environmental and First Nations groups.

GOVERNANCE & LEADERSHIP

Featured Senior Leadership Roles

Chair Infrastructure WA

2019 – 2026

Delivered WA's first 20-year State Infrastructure Strategy (2022) and shaped the 2027 refresh. Established the state's first Major Infrastructure Project Assessment framework, market-capacity platform, and whole-of-system scenario planning capability.

Executive Chair Westport Taskforce

2017 – 2020

Led a four-year process across 70+ stakeholder groups to evaluate 28 supply-chain options and deliver consensus on the preferred future port solution. Enabled \$23M of marine resilience investment and delivered Australia's first cumulative environmental impact model.

Executive Chair Infrastructure Net Zero

2021 – 2025

Launched Australia's first industry and government Net Zero collaboration for infrastructure. Oversaw the development of Defining Net Zero and Skills for Net Zero, building shared language and capability across federal, state and industry.

Joint Reviewer Infrastructure Australia Review

2023

Co-led the Federal Government review of Infrastructure Australia for Minister Catherine King. Recommendations were formally adopted and implemented.

Board Member & Audit / Risk Chair Infrastructure Australia

2011 – 2019

Served as the longest-tenured board member through the major national planning reforms of the period. Chaired the Audit & Risk Committee during the agency's governance and evaluation revitalisation.

THE NEXT CHAPTER

Executive & Advisory Practice

Founder-led practices and advisory partnerships shaping system transition, regenerative investment and long-term value: in Australia today, in Europe from end 2026.

Founder & Principal

Lockwood Advisory

Aug 2015 – Present · Perth, WA

Strategic advisory at the intersection of infrastructure, governance, climate transition and system reform. Advises governments, institutions and tier-one consultancies on long-term frameworks, transition readiness and complex system challenges.

Director

Biome Foundation

Jul 2025 – Present

Advises on the positioning, adoption and scale of regenerative, nature-positive solutions. Currently leading fundraising for an AUD\$100M nature restoration fund for WA with regional investors and aligned philanthropic capital.

Co-Founder & Executive Chair

WA+

Sep 2020 – Present · Western Australia

Purpose-led intermediary enabling systems-level collaboration across government, industry and community. Convenes stakeholders, brokers trust and catalyses coordinated action on climate transition, social cohesion and economic resilience.

Venture Partner

Purpose Ventures

Nov 2022 – Present · Perth, WA

Supported the establishment of the AUD\$55M Purpose Ventures Fund and secured the cornerstone investor at \$12M. Advises early-stage and scaling founders on strategy, governance and impact-led growth.

BREADTH

Selected Board & Advisory Portfolio

CLIMATE & NET ZERO

Net Zero Economy Agency
Green Building Council of
Australia (Deputy Chair)

INFRASTRUCTURE &
ECONOMIC DEVELOPMENT

Regional Development Council
(Deputy Chair)
Pilbara Development
Commission (Chair)
WA Planning Commission

INNOVATION &
ENTREPRENEURSHIP

Purpose Ventures (Venture
Partner)
Malka Foundation (Chair)
Airbridge (Chair)
MNG (Chair)

COMMUNITY & SOCIAL
IMPACT

Child & Adolescent Health
Service
WA Association for Mental
Health (Deputy Chair)
Sienna Wood Joint Venture
(Chair)

DIGITAL INFRASTRUCTURE
& UTILITIES

NBN Co
Water Corporation
Horizon Power

TRANSPORT & MOBILITY

Freight & Logistics Council of
WA (Chair)
National Freight Strategy Panel
Road Freight Transport Industry
Council

EDUCATION & LEADERSHIP

Notre Dame University Advisory
Committee
Leadership WA (Deputy Chair)

GOVERNMENT & REGIONAL
LEADERSHIP

Shire of Roebourne (Mayor)
Pilbara Regional Council

CREDENTIALS

Education & Recognitions

- ◆ Member, Chief Executive Women (CEW)
- ◆ Graduate (GAICD), Australian Institute of Company Directors
- ◆ Bachelor of Business (Environment), Notre Dame University Australia
- ◆ Bachelor of Laws, Notre Dame University Australia
- ◆ Leadership WA Honorary Fellow, 2026
- ◆ UDIA WA Women in Leadership Award, 2024
- ◆ Telstra Business Woman of the Year (WA), Finalist 2009

Transformation begins with people: in their values, their vision, and their courage to choose a better future together.