

Commercial and Construction Professional. Qualified in UK as a quantity surveyor, progressed to project manager, construction manager, construction director management and accompanying senior commercial and general manager roles. Responsible for the winning, setting up, management and delivery of projects in various sectors. Including:



- Construction – commercial, industrial, high rise, educational, prisons, health, retail and leisure
- Civil and Infrastructure – master planned communities, roads, bridges, services infrastructure.
- Mechanical/Electrical – shutdowns, rail, refrigeration, food processing, power transmission.
- Resources – coal, iron ore, none process infrastructure
- Modular, fit-out, retail and refurbishment

PROJECTS LOCATED IN:

- Australia
- The Middle East, North and Central Africa
- India
- Vietnam
- Indonesia and the Pacific Islands
- USA
- UK

PRIMARY EXPERTISE

Commercial Management

- Assessing risk and managing all tender proposals and negotiated these with existing and potential clients
- Negotiating head contract with clients, setting up initial budgets, procurement, managing costs and cost reporting, agreeing head contract and subcontract variations, defending BCIPA claims.
- EOT/Delay/Acceleration claims, closing projects out financially, developing and implementing strategies to increase margin whilst mitigating risk.
- Procurement planning, strategy and negotiation
- Managing all financial planning and cash flow management
- Managing all accounting functions including general ledger, P & L, WIP, accounts payable and receivable
- Managing and interrogating project cost reports. Analysing “cost to go”, forecast, commitments, true risk and opportunity.
- Strong understanding of the sales and marketing of new development projects including price positioning, sales budgets and cash flow management

Construction Management

- Managing all aspects of the construction process from tender management, client negotiation, value engineering, design management, setting up and delivery of projects.
- Delivering major projects in remote and complex environments
- Resource planning and scheduling including assessing site coordination and project logistics
- Providing the technical lead in collating engineering solutions for projects.
- Ensure project delivery aspects of all projects were managed in a safe manner in accordance with the relevant legislation, codes, conventions and company policies
- Delivery of major infrastructure to service urban development projects
- Proven experience in the development market including; construction of complex master planned community developments, Greenfield urban development, educational and community facilities with sustainable development practices

EDUCATION

- University of Central Lancashire, Building Construction and Economics
- Herriot Watt University, Economics
- Australian Institute of Building
- Chartered Institute of Building

SOFTWARE

- Microsoft Accredited Advanced: Excel, Word, Access, Visual Basic
- CHEOPs, COINS, Jobpac, Project, AX 2012
- Primavera, Timberline, Buildsoft, POL/SAP

INTERESTS

- President Australian Institute of Building Qld Branch
- Completed literary tour of Ireland giving presentations on Irish literature in 2001
- Writing, blogging and publishing
- Lectured in Excel, Access and other MS software
- Guest lecturing at QUT

HIGHLIGHTED WORK HISTORY**Manager Commercial, Powerlink****2019 to date**

SME role in providing expert advice to Project Managers/Team Leaders/Managers:

- Contract claims/variations/EOTs/Disputes/Variation valuations, ensuring value for money, due process and probity.
- Analyzing, reporting and communicating financial performance on contracts and recommending corrective action
- Countering contractor's claims and managing Powerlink's best interest.
- Changing staff focus from cost to earned value
- Being a springboard for ideas and strategy to manage risk.
- Managing a team of commercial advisors, contract administrators and quantity surveyors

Expanding the role to raise ID profile in all areas of the business, by breaking down silos and demonstrating ability, experience and professionalism, and passing the experience to others by informal mentoring.

National Commercial Services Manager, Ausco Modular (Algeco)**2017 to 2019**

Hands on, leadership role managing all commercial, design and estimating functions:

- Monitoring, reporting and communicating financial performance on contracts and recommending corrective action
- Timely follow up of all aspects of contract administration including contract, invoicing, payments, securities, etc
- Ensuring that contracts are administered and managed in accordance with the head and sub contracts
- Ownership of the WIP and determination of the monthly profit take.
- Commercial and contractual participation and compliance in the risk management and bid process
- Variation advice and participation in the management of variations, claims and disputes for large projects
- Providing contractual conditions negotiations
- Preparation of project cash flows and maintenance of bank guarantee requirements
- Insurance compliance as per the contract
- Managing all design, estimating and tendering resources
- Advising relevant stakeholders of the impact of changes in legislation, group and business policies
- Providing expert commercial advice on "distressed" projects. Assessing project forecasts to determine accuracy in reporting and providing key strategies to improve projects' bottom lines. Negotiating final financial positions with subcontractors and clients. Mentoring contract administrators in project financial reporting, procurement strategies and understanding of EOTs, delay costs, and how to defend against subcontractor claims.

Commercial Director, Probuild**2014 to 2016**

Overall responsibility for all commercial functions, board reporting, managing overheads and achieving annual target EBIT. Setting up the Queensland operation from zero turn over to \$40M per month within eighteen months.

Hiring thirty-two staff, including project managers, cost planners, design manager, contract managers, CAs, project coordinators and office support staff. Driving the profitability of a newly established (in Queensland) tier one contractor.

Reporting directly to the Managing Director.

Portfolio of projects \$890 Million

Commercial Manager Qld, Lend Lease, Qld & NT Brisbane Australia**2012 to 2014**

Manage commercial strategy; cost and revenue management; project financial analysis; head contract and subcontract management; dispute management, avoidance and resolution; financial reporting and risk management; management the procurement process. Key current projects:

- *Northern Territory Secure Facility Darwin \$500 Million*
1,000 person prison, with adjoining 300 bed mental facility near Darwin, Northern Territory The facility consists of major civil and services works, 72 buildings including prison blocks, training facilities, hospital, recreation and high security areas. The security and prisoner movement systems are highly advanced.
- *RNA, Brisbane value \$2.9 Billion*
Redevelopment of the RNA including major infrastructure works, 15 high rise developments (Commercial and residential), re-building of RNA facilities and showground structures.
- *Gold Coast University Hospital \$1.6 Billion*
Manage the project close out including settling all contractual claims, contract, finalizing all major head contract variations, and negotiating final subcontract accounts

Project Manager Cimeco Port Hedland BHP/FAST NPI Project*Project value \$145 Million***2011 to 2012**

Project manager responsible for all commercial aspects of the project including full design and procurement of new facilities including all civils, buildings, services and fit out. Delivering KPIs for safety, quality, performance and financial outcome. Managing

on site team of 250. Defining and awarding subcontract packages, determining plant and equipment for all civil and building construction. Managing all head contract variations, extensions of time claims

Construction Director QPM, Qatar *Portfolio of projects US\$35 Billion*

2008 to 2011

Key challenges included establishing working partnerships, understanding relevant practices, shaping strategic thinking, managing networks and expectations and changing management perceptions, while providing accurate feedback and cost reporting to the senior executive level.

Principle achievements include: finalize master plans from concepts, through infrastructure to getting contractors on site; value engineering; development and implementation of the Project Management procedures/manuals and codes of practice; assessing submitted tenders, proposed contractors and consultants staff suitability's; developed and implemented a system to assess potential and existing staff's skills for hiring/review; panel member (by invitation) on a number of reference groups and committees. Responsible for the management and setting up projects throughout the southern and Eastern Mediterranean rim. Liaising with stakeholders in several countries, and having overall responsibility for the following projects plus several others:

- The Pearl Doha Qatar, 32 residential high rises, workforce in excess of 7,000, 403 tower cranes, concrete batching of up to 90,000m3 per month
- Master planned communities in Khartoum, Sudan, Al Rayan, Yemen, Al Houra, and Morocco. From initial concept plan, design development and construction delivery
- Inner city regeneration of Cairo City Centre, Egypt, including major retail redevelopment 150,000m2, 644 residential apartments, major cofferdam and dewatering works, main diversions, pedestrian road bridges, with a total workforce of 2,800.
- New 20,000 worker's city Al Salwa, Doha, Qatar, including apartments, medical centers, mosques, roads, bridges and all associated infrastructure.

Construction Manager De Luca Corporation, Brisbane

2006 to 2008

Portfolio of projects \$85 Million

Managing multiple projects, project managers and contract administrators on commercial and retail projects

Responsible for the management of all projects and associated teams; establishment of all sites, recruitment and development of staff; producing project specific project plans, site safety plans and implementation of company safety policies; preparing the construction programs and then determining plant equipment and other resources; sourcing, managing, organizing and driving all consultants; managing the local authority approval and permit processes; preparing and presenting project reports, financial status and forecast profitability.

Project Manager Project Coordination, Brisbane

2004 to 2006

Portfolio of projects \$30 Million

Based in Brisbane with weekly site visits to Ingham (north Queensland), hiring all subcontractors, managing design changes, liaising with Blue Care senior management for the Bluehaven Nursing Facilities Project. Concurrently time project managing various new green field site schools across southeast Queensland.

General Manager Projects ICCM Ltd, London

2000 to 2004

Total project value £130million

Two-year contract to develop three area branch offices. Sourced and hired thirty-two office professionals plus project-based staff. Full responsibility for project reporting to the board and to Ford Europe in Cologne. Ford being (at the time) the owner of Jaguar and Aston Martin.

- Whitley Test Facility at Coventry UK: Redevelopment of Jaguar Cars design and test facility, including all civil, construction, test equipment, crash test simulation, test track, arctic/desert simulators. Project was full design and build in a highly sensitive and confidential environment. Project value £45 million.
- New Aluminum Body Shop: Complete redevelopment, construction and re-tooling of two assembly lines to provide aluminum bodies for the upgraded Jaguar XJ and XK models. Total project value £50 million
- Aston Martin Development Facility: New green field site at Gaydon UK for Aston Martin. Included full robotic assembly chassis lines. The construction followed the car industry model of JIT; the design was a walk-through 3D process allowing for material deliveries to be scheduled immediately before they were required on site. The project also included a 4.8 klm banked test track rated to 400Klm/hr and associated timing/recording facility.

Project Manager Premdale Consultancy SE Asia, USA & Australasia**1993 to 2000**

Total project value US\$300 million (construction and plant only)

- PT Berua Coal, Kalimantan Indonesia including all civils project consisting of an open cut coal mine with associated accommodation for workforce plus 45klm coal haul road. I was responsible for all on site activities including hiring of 700 local labour, purchase of overseas dozers, dump trucks and associated plant. Total project value US\$300 million
- Mumbai Main Water Treatment Plant, Mumbai, India Sewage Treatment plant (Municipal): New sewage treatment plant to replace direct outfall into the main river. Package aerobic plant built in Australia, assembled and installed on site. Together with major civil works including sediment and filtration concrete tanks, underground concrete and ductile iron pipe work, automatic penstocks, bentonite trenching adjacent the river. Full remote SCADA control of knife valves, absorption adjustment, level/ inflow/outflow. Total project value US45 million
- Song Be Golf & Leisure Development, Hanoi, Vietnam: New Golf Course with 48 villas. Boutique style hotel with 18 hole golf course plus package sewage treatment. Similar projects completed in Solomon Islands, Nauru, Fiji, Yemen and Somalia.
- Chicken processing plants completed in New Zealand and Brisbane Australia. Full construction responsibility including buildings, freezers, MRT storage, conveyors and SCADA controls
- Cheese processing plant in Kansas USA. Responsible for hiring local subcontractors, suppliers, liaising with clients' consultants and managing all aspects of construction delivery.

Project Manager Dart Holdings Brisbane Australia**1989 to 1992**

Hospital upgrades, service stations, fuel depots, oil refineries, medical centers, shopping centers \$15M pa.

Clients including BP, Mobil, Caltex, Ampol

- Carrying out all tendering and estimating
- Letting and managing all subcontracts
- Supervising site managers and delivery
- Preparation of monthly reports on all projects
- Managing company cash flow, payments and receipt
- Consultants and managing all aspects of construction delivery.

Quantity Surveyor HBM Liverpool UK**1985 to 1989**

QS with main contractor on new secure hospital. Set up and managed term maintenance contracts with large high street chains, public buildings.

Clients including Property Services Agency, Tetley Walker, Marks and Spencer, Post Office, Liverpool City Council, Merseyside hospital Board

- Preparing cost plans Discounted cash flows and sinking funds
- Managing subcontractors
- Commercial management of contracts
- Managing company financials, adding to profitability

Apprentice Plasterer Liverpool UK

Prior to attending university I gained a trade in plastering and rendering. Mainly on listed buildings including the Anglican Cathedral, the Customs house and various Victorian and Georgian residences.

| End | Location | Country | Company | Role | Client /Contractor | Project | Category | Description | AU\$M |
|------|------------|-----------|----------|----------------------|--------------------|----------------------------------|---------------|--|-------|
| 1985 | UK | UK | Costains | Quantity Surveyor | Contractor | PSA | Hospital | Greenfield site for a \$35M secure hospital | 35 |
| 1988 | UK | UK | HBM | Quantity Surveyor | Contractor | Various | Retail | High street retail and public authority property portfolios. Setting up, managing and increasing profit on term maintenance contracts | 15 |
| 1989 | Qld | Australia | A Dart | Commercial Manager | Contractor | Service stations and fuel depots | Petrochemical | New and refurbished service stations. Refinery shutdowns and various fuel depots in country Qld, NSW and NT | 25 |
| 1990 | Qld | Australia | A Dart | Commercial Manager | Contractor | Shopping Centers | Retail | Various shopping centers and child care centers | 15 |
| 1992 | QLD | Australia | B+B | Quantity Surveyor | Contractor | Carmel by the Sea | High Rise | Letting of all trades, negotiating with the client on a lump sum D&C share of savings contract. 35 levels plus 8,000 m2 podium | 65 |
| 1994 | NZ | Australia | Premdale | Project Manager | Contractor | Ingham's Waitoa | Process | Extension to existing chicken process plant, new conveyors and SCADA | 10 |
| 1995 | NSW | Australia | Premdale | Project Manager | Contractor | Singleton Meatworks | Process | Meat Processing, steel frame with major stainless-steel proceeds equipment and conveyors. \$25M extension to existing. New chillers, kill floor and process | 25 |
| 1995 | NSW | Australia | Premdale | Project Manager | Contractor | Tamworth Meatworks | Process | Meat Processing, steel frame with major stainless-steel proceeds equipment and conveyors. \$22M extension to processing plant | 22 |
| 1995 | Qld | Australia | Premdale | Project Manager | Contractor | Rockhampton Meatworks | Process | Meat Processing, steel frame with major stainless-steel proceeds equipment and conveyors. \$15M extension to process plant | 15 |
| 1996 | Kansas | USA | Premdale | Project Manager | Contractor | Tillerbrook Cheese | Process | Steel frame cheese processing plant. Major construction extension to existing Kansas plant | 32 |
| 1996 | Kalimantan | Indonesia | PT Berau | Project Manager | Client | PT Berau Coal | Resources | PT Berua Coal, Kalimantan Indonesia including all civils project consisting of an open cut coal mine with associated accommodation for workforce plus 45klm coal haul road. I was responsible for all on site activities including hiring of 700 local labour, purchase of overseas dozers, dump trucks and associated plant. construction of 65,000 m2 of warehouse/storage areas | 300 |
| 1997 | Mumbai | India | Premdale | Construction Manager | Client | Mumbai Municipal STP | Civil | New sewage treatment plant to replace direct outfall into the main river. Package aerobic plant built in Australia, assembled and installed on site. Together with major civil works including sediment and filtration concrete tanks, underground concrete and ductile iron pipe work, automatic penstocks, bentonite trenching adjacent the river. | 45 |
| 1998 | Pacific | Pacific | Premdale | Project Manager | Contractor | Pacific Islands | Civil | STP and upgrade of service facilities | 42 |

| | | | | | | | | | |
|------|-----------|-----------|-------------|-----------------------|------------|-----------------------------------|--------------------------|---|-------|
| 1999 | Song Be | Vietnam | Premdale | Construction Manager | Contractor | Song Be | Leisure | Song Be Golf & Leisure Development, Hanoi, Vietnam: New Golf Course with 48 villas. Boutique style hotel with golf course, package sewage treatment. Similar projects completed in Solomon Islands, Nauru, Fiji, Yemen & Somalia | 30 |
| 2002 | Brisbane | Australia | Watpac | Quantity Surveyor | Contractor | Oxygen Apartments | High Rise | Managing all financial aspects of this project and two others | 85 |
| 2003 | Brisbane | Australia | Badge | Project Manager | Contractor | Ingham's Murarrie | Process | Full construction responsibility including buildings, freezers, MRT storage, conveyors and SCADA controls | 80 |
| 2005 | UK | UK | ICCM | Project Director | Contractor | Aston Martin | Automotive | New green field site at Gaydon UK for Aston Martin. New car production facility. Large portal frame with light weight cladding. Included full robotic assembly chassis lines. The construction followed the car industry model of JIT; the design was a walk-through 3D process allowing for material deliveries to be scheduled immediately before they were required on site. The project also included a 4.8 klm banked test track rated to 400Klm/hr and associated timing/recording facility | 80 |
| 2006 | Brisbane | Australia | De Luca | Construction Manager | Contractor | Pinkenba | Industrial | Steel frame and colorbond clad warehouse development with mezzanine offices, \$38M development of 2 no 35,000 m2 warehouses | 38 |
| 2008 | Qatar | Qatar | Qatari Diar | Construction Director | Client | Doha Financial District | High Rise | Cast in situ high rise with transfer slabs at podium levels for 10 high rise buildings, the headquarters of Qatar Petroleum. The overall project cost is QAR 10 billion. From 17 to 47 storeys, a 29 storeys five-star 388-key hotel, parking building, power substation and energy center buildings, a podium for public spaces retail and restaurants, auditorium and shared facilities. Total built-up area of 697,936m ² , the project site area is approximately 693,400m ² comprising offices (345,000m ²), common areas (9,250m ²), hotel complex (65,300m ²) and auditorium (8,000m ²). | 3,350 |
| 2008 | Qatar | Qatar | Qatari Diar | Construction Director | Contractor | The Pearl Doha | High Rise | 172 High rises up to 55 levels with associated infrastructure. 7,000 workers on site. At peak pouring 90,000m3 per month. Overall responsibility for construction and commercial | 3,600 |
| 2008 | Qatar | Qatar | Qatari Diar | Construction Director | Client | Lusail Development | Master Planned Community | Long term development of new city. Initial phases being planning and infrastructure as senior member of the Doha Operational Group to provide expert financial and construction methodology advice | 2,280 |
| 2009 | Syria | Syria | QPM | Construction Director | Client | Luxury Hotel on banks of the Nile | Hotel | Light weight steel frame construction, with associated services, access bridges and roads. Project did not proceed past planning stages due to civil unrest | 148 |
| 2009 | Al Houara | Morocco | QPM | Construction Director | Client | Al Houara Coastal Resort | Master Planned Community | Mixed-use golf and beach resort that includes two hotels of 300 and 150 keys each, serviced apartments, beach villas, apartments and clubhouse, an 18-hole PGA golf course, country club, golf view villas and apartments, retail facilities, a resort spa and various water sport and | 400 |

| | | | | | | | | | |
|------|----------|-----------|-------------|-----------------------|------------|-----------------------------|--------------------------|---|-------|
| | | | | | | | | family amenities. Set on a 234-hectare property with approximately 270,000m ² of total built-up area, the project is situated on the Atlantic coast | |
| 2009 | Sana | Yemen | QPM | Construction Director | Client | Sana'a Development | Master Planned Community | Light weight steel frame construction, with associated services, access bridges and roads. Hill top proposed development of 450 residences, plus all infrastructure | 110 |
| 2010 | Khartoum | Sudan | QPM | Construction Director | Client | Mushaireb Development | Master Planned Community | Piling next to the Nile, slabs on ground with light weight block. All new infrastructure, major civils, groundwater retention systems. Mixed use development 500 luxury residential units, and 6,000 sqm of retail space, plus a provision for 5-star hotel and a commercial space. | 355 |
| 2011 | Doha | Qatar | QPM | Construction Director | Contractor | Al Salwa Development | Master Planned Community | Consisting of 128 residential buildings, 17 commercial and amenities buildings, two utilities compounds with 20 structures and plants, 28 electrical substations, 28.8 km of interior roads, 228 km of irrigation piping, 22 km of potable water network piping, 280 km of electrical power cables and 21 km of chilled water network piping. | 60 |
| 2011 | Cairo | Egypt | Qatari Diar | Construction Director | Client | Cairo City Centre | Retail | High-end complex in two 45 level towers and a retail atrium. Ultra-premium hotel and 515 serviced apartments, 2,339 sqm of meeting spaces including a main 963 m2 ballroom, indoor and outdoor swimming pools and a health center | 250 |
| 2012 | WA | Australia | Forge | Project Manager | Contractor | Port Hedland Infrastructure | Infrastructure | NPI facilities including large steel frame warehouse construction. Full design and procurement of new facilities including all civils, buildings, services and fit out. Delivering KPIs for safety, quality, performance and financial outcome. Managing on site team of 250. Defining and awarding subcontract packages, determining plant and equipment for all civil and building construction. Managing all head contract variations, extensions of time claims | 145 |
| 2013 | Brisbane | Australia | Lend Lease | Commercial Manager | Client | RNA Redevelopment | Infrastructure | Redevelopment of the RNA showgrounds including demolition, infrastructure, roads and construction of first residential project | 1,400 |
| 2013 | Mackay | Australia | G&S | Commercial Manager | Contractor | Blackwater Mine | Resources | The scope of works included supplying equipment, labour, cramage, supervision and a range of subcontractors Circular Diaphragm (CD) replacement; Upper rail installation; removal and replacement of swing gear boxes, dragline and hoist gearboxes; MG set replacements; new DBs and HV rewiring. | 22 |
| 2013 | Mackay | Australia | G&S | Commercial Manager | Contractor | Abbot Point Coal Terminal | Resources | Negotiating of contract with FAM for the stacker reclaimers. Installation of all major equipment including bogies; substructures; counterweight boom and counterweight; bucket wheel and drive systems; on-board conveyors; and piping and hydraulic installation. | 65 |

| | | | | | | | | | |
|------|------------|-----------|------------|-----------------------------|------------|-------------------------|--------------------|---|---------------|
| 2014 | Gold Coast | Australia | Lend Lease | Commercial Manager | Contractor | GCUH | Hospital | 750 bed medical facility with seven main buildings over 170,000 m2 | 1,600 |
| 2015 | NT | Australia | Lend Lease | Commercial Manager | Contractor | NT Secure Facility | Correctional | Brought in to address issues on the project. The project located near Darwin NT includes a 1,000 bed Correctional Centre, a 30 Bed multi-classification Mental Health and Behavioral Management Centre and a supported Accommodation and Programs Centre of 50 beds designed to house low risk offenders. 66 buildings with high level security and self-contained facilities | 495 |
| 2015 | Brisbane | Australia | Lend Lease | Commercial Manager | Contractor | Iglu | High Rise | 23 level cast in situ CBD located student accommodation with 414 student bedrooms | 35 |
| 2016 | Brisbane | Australia | Probuild | Commercial Director | Contractor | Coorparoo TOD | High Rise | Three residential towers, cinema and retail. Cast in situ total area 87,000m2, 8 lift cores, 2 pools, and central landscaped podium. | 140 |
| 2016 | Brisbane | Australia | Probuild | Commercial Director | Contractor | Jupiter's Casino | Leisure | Six star 18 level tower, cast in situ with bridge access roads and refurbishment of games areas | 220 |
| | | | | | | | | As part of the senior leadership team secured the project, negotiated all trades and supply procurement. Negotiated with the client, hired 8 staff, and controlled expenditure | |
| 2016 | Australia | Australia | Probuild | Commercial Director | Contractor | Grand Central Toowoomba | Retail | QIC owned major retail redevelopment total area 90,000m2 with two level galleria, new supermarkets and 160 specialty stores | 410 |
| 2017 | Brisbane | Australia | Premdale | Consultant | Client | Various | Various | Providing commercial services to clients. Running workshops to upskill contract administrators. Working with business owners to increase EBIT | 10 |
| 2019 | Australia | Australia | Ausco | National Commercial Manager | Contractor | Various | | Addressing specific profit issues. (NB DOR in place) | 100 |
| 2020 | Brisbane | Australia | Powerlink | Commercial Advisor | Client | Various | Power Transmission | Providing expert project management/commercial advice on a large portfolio of transmission lines, substations and associated civil/construction works | 250# |
| | | | | | | | | | 16,404 |

Summary of projects, sectors, locations and roles



| Row Labels | Total |
|--------------------------|---------------|
| Automotive | 80 |
| Civil | 87 |
| Correctional | 495 |
| High Rise | 7,275 |
| Hospital | 1,635 |
| Hotel | 148 |
| Industrial | 38 |
| Infrastructure | 1,545 |
| Leisure | 250 |
| Master Planned Community | 3,205 |
| Petrochemical | 25 |
| Power Transmission | 500 |
| Process | 184 |
| Resources | 387 |
| Retail | 690 |
| Various | 10 |
| (blank) | 100 |
| Grand Total | 16,654 |

| Row Labels | Australia | Egypt | India | Indonesia | Morocco | Pacific | Qatar | Sudan | Syria | UK | USA | Vietnam | Yemen | Total |
|-----------------------------|--------------|------------|-----------|------------|------------|-----------|--------------|------------|------------|------------|-----------|-----------|------------|---------------|
| Construction Director | | 250 | | | 400 | | 9,290 | 355 | 148 | | | | 110 | 10,553 |
| Commercial Manager | 3,657 | | | | | | | | | | | | | 3,657 |
| Commercial Director | 770 | | | | | | | | | | | | | 770 |
| Project Manager | 297 | | | 300 | | 42 | | | | | 32 | | | 671 |
| Commercial Advisor | 500 | | | | | | | | | | | | | 500 |
| Quantity Surveyor | 150 | | | | | | | | | 50 | | | | 200 |
| Construction Manager | 38 | | 45 | | | | | | | | | 30 | | 113 |
| National Commercial Manager | 100 | | | | | | | | | | | | | 100 |
| Project Director | | | | | | | | | | 80 | | | | 80 |
| Consultant | 10 | | | | | | | | | | | | | 10 |
| Total | 5,522 | 250 | 45 | 300 | 400 | 42 | 9,290 | 355 | 148 | 130 | 32 | 30 | 110 | 16,654 |

| | A Dart | Ausco | B+B | Badge | Costains | De Luca | Forge | G&S | HBM | ICCM | Lend Lease | Powerlink | Premdale | Probuild | PT Berau | Qatari Diar | QPM | Watpac | Grand Total |
|-----------------------------------|-----------|------------|-----------|-----------|-----------|-----------|------------|-----------|-----------|-----------|--------------|------------|------------|------------|------------|--------------|--------------|-----------|---------------|
| The Pearl Doha | | | | | | | | | | | | | | | | 3,600 | | | 3,600 |
| Doha Financial District | | | | | | | | | | | | | | | | 3,350 | | | 3,350 |
| Lusail Development | | | | | | | | | | | | | | | | 2,280 | | | 2,280 |
| GCUH | | | | | | | | | | | 1,600 | | | | | | | | 1,600 |
| RNA Redevelopment | | | | | | | | | | | 1,400 | | | | | | | | 1,400 |
| Various | | 100 | | | | | | | 15 | | | 500 | 10 | | | | | | 625 |
| NT Secure Facility | | | | | | | | | | | 495 | | | | | | | | 495 |
| Grand Central Toowoomba | | | | | | | | | | | | | | 410 | | | | | 410 |
| Al Houara Coastal Resort | | | | | | | | | | | | | | | | | 400 | | 400 |
| Mushaireb Development | | | | | | | | | | | | | | | | | 355 | | 355 |
| PT Berau Coal | | | | | | | | | | | | | | | 300 | | | | 300 |
| Cairo City Centre | | | | | | | | | | | | | | | | 250 | | | 250 |
| Jupiter's Casino | | | | | | | | | | | | | | 220 | | | | | 220 |
| Luxury Hotel on banks of the Nile | | | | | | | | | | | | | | | | | 148 | | 148 |
| Port Hedland Infrastructure | | | | | | | 145 | | | | | | | | | | | | 145 |
| Coorparoo TOD | | | | | | | | | | | | | | 140 | | | | | 140 |
| Sana'a Development | | | | | | | | | | | | | | | | | 110 | | 110 |
| Oxygen Apartments | | | | | | | | | | | | | | | | | | 85 | 85 |
| Ingham's Murarrie | | | | 80 | | | | | | | | | | | | | | | 80 |
| Aston Martin | | | | | | | | | | 80 | | | | | | | | | 80 |
| Carmel by the Sea | | | 65 | | | | | | | | | | | | | | | | 65 |
| Abbot Point Coal Terminal | | | | | | | | 65 | | | | | | | | | | | 65 |
| Al Salwa Development | | | | | | | | | | | | | | | | | 60 | | 60 |
| Mumbai Municipal STP | | | | | | | | | | | | | 45 | | | | | | 45 |
| Pacific Islands | | | | | | | | | | | | | 42 | | | | | | 42 |
| Pinkenba | | | | | | 38 | | | | | | | | | | | | | 38 |
| PSA | | | | | 35 | | | | | | | | | | | | | | 35 |
| Iglu | | | | | | | | | | | 35 | | | | | | | | 35 |
| Tillerbrook Cheese | | | | | | | | | | | | | 32 | | | | | | 32 |
| Song Be | | | | | | | | | | | | | 30 | | | | | | 30 |
| Service stations and fuel depot | 25 | | | | | | | | | | | | | | | | | | 25 |
| Singleton Meatworks | | | | | | | | | | | | | 25 | | | | | | 25 |
| Blackwater Mine | | | | | | | | 22 | | | | | | | | | | | 22 |
| Tamworth Meatworks | | | | | | | | | | | | | 22 | | | | | | 22 |
| Rockhampton Meatworks | | | | | | | | | | | | | 15 | | | | | | 15 |
| Shopping Centers | 15 | | | | | | | | | | | | | | | | | | 15 |
| Ingham's Waitoa | | | | | | | | | | | | | 10 | | | | | | 10 |
| Grand Total | 40 | 100 | 65 | 80 | 35 | 38 | 145 | 87 | 15 | 80 | 3,530 | 500 | 231 | 770 | 300 | 9,480 | 1,073 | 85 | 16,654 |