

## **ROBIN BAILEY**

### **PRINCIPAL**

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#### **QUALIFICATIONS**

- ▶ Company Director's Course Diploma
- ▶ Graduate Diploma of Applied Finance & Investment
- ▶ MBA
- ▶ BE (Hons)



#### **PROFESSIONAL AFFILIATIONS**

- ▶ Engineers Australia – Member & Chartered Professional Engineer
- ▶ Australian Institute of Company Directors – Member
- ▶ Financial Services Institute of Australia – Fellow

Robin has over 20 year's construction industry experience across a diverse range of sectors and locations. In particular, Robin has been involved in projects in the oil & gas, civil, infrastructure, tunnelling and telecommunications sectors, in Australia, Indonesia, Papua New Guinea and the Middle East.

From 2008 to 2011, Robin was divisional CEO of the Energy & Infrastructure Division of WDS, an ASX listed construction & mining services contracting company. In this role Robin had responsibility for a national construction business operating primarily in the oil & gas, water, fabrication and tunnelling markets. In particular, Robin had extensive involvement in upstream coal seam gas (CSG) infrastructure construction.

For the five years prior to this, Robin, worked with the infrastructure development group of Thiess. In this role Robin was involved in the acquisition of large privately financed infrastructure projects, including: the management of key elements of the tender strategies and interfaces between different project functions.

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Since commencing consulting in 2011, Robin has specialised in aspects of both project planning and execution. In particular, Robin has undertaken roles in:

- ▶ Project planning, including planning for major project phase changes
- ▶ Optimum contract development
- ▶ Contract management
- ▶ Contractor claims management and resolution, including the development of commercially acceptable solutions avoiding the need for litigation
- ▶ Risk assessment and mitigation
- ▶ Force Majeure claim assessment and management
- ▶ Project review, improvement strategy development and implementation
- ▶ Project execution and sub-contracting strategy development
- ▶ Transaction management

Some examples of relevant projects and the particular contribution made by Robin include:

- ▶ **Queensland Motorways:** Queensland Motorways undertook a major series of organisational transactions, including a recapitalisation process, the development of a central operating company and the acquisition of significant new assets. Robin supported the CFO in the management and implementation of the transactions, including the management of interface risks and the identification of the critical actions impacting multiple transactions.
- ▶ **Transfield Services Clough Joint Venture (TSCJV):** TSCJV had been awarded Stage 1 of an ~\$1bn upstream coal seam gas infrastructure construction project, and was experiencing challenges in mobilising effectively for the project whilst preparing tender documentation for Stage 2. Robin performed the role of Project Construction Manager on an interim basis until the role was filled permanently, and then worked with the project team to develop the Construction Management Plan for Stage 2 of the project.
- ▶ **Clough Downer Joint Venture (CDJV):** Clough Downer had been awarded a schedule of rates contract for upstream coal seam gas infrastructure works, but the contractual structure was proving challenging to administer on the part of both the client and contractor due the changing nature of the field development. The parties commenced a process to convert the contract to a cost reimbursable contract style. Robin worked with the conversion team, in particular on the parallel conversion of key subcontracts and development in conjunction with the client of appropriate contract administration procedures.
- ▶ **Airport Link toll road project:** As a consequence of the Brisbane 2011 floods, Thiess John Holland the contractor for the ~\$4bn Airport Link project made a Force Majeure claim under

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the contract. Robin worked with BrisConnections (the project owner) to manage and administer the claim and develop a commercial resolution.

- ▶ **Airport Link toll road project:** The Airport Link project comprised a four year construction phase followed by a ~40 year operating phase. Robin worked with BrisConnections to develop the completion and commissioning plan for the completion of the construction phase as well as administer a number of contractor claims in relation to the interface between construction and operations.
- ▶ **Toowoomba-Esk Pipeline Project:** Linkwater awarded this ~\$180m project to an alliance including WDS, Clough and Aecom. The project was highly successful, completing a difficult pipeline construction on a fast track basis whilst overcoming significant technical and commercial issues and maintaining an excellent client relationship. Robin was a member of the Alliance Leadership Team and contributed to the governance of the project and culture development within the project team.

### **SPECIFIC PROJECT EXPERIENCE**

#### **Infrastructure Projects**

- ▶ **Linkwater, Toowoomba-Esk Pipeline Alliance:** Member of the Alliance Leadership Team, which governed the establishment and execution of this successful fast tracked water pipeline construction in very difficult terrain.
- ▶ **BrisConnections, Airport Link Project:** Development of the completion and commissioning plan for the conclusion of the construction phase of the project.

#### **Mining and Resources**

- ▶ **Transfield Services Clough Joint Venture, 8 + 2 Compression Project:** Development of the Construction Management Plan for the execution of the project.
- ▶ **Clough Downer Joint Venture, Santos GLNG Project:** Advice in relation to and support of the conversion process to convert the Clough Downer CSG upstream construction contract to a contract style better suited to the nature of the specific construction type.

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***Management Consulting***

- ▶ ***Queensland Motorways, Transaction Management:*** Advice in relation to and management of the implementation of a number of transactions, including the management of interface risks and the identification of the critical actions impacting multiple transactions.

***Contractual Advice, Insurance Claim Review and Expert Services***

- ▶ ***BrisConnections, Airport Link Project:*** Advice in relation to and management of a significant Force Majeure claim by the contractor.