

Infrastructure Contractors

SPECIAL REPORT



Labour challenge looms as work ebbs and flows

Contractors are buoyant despite the twin challenges of uncertainty around infrastructure spending and an employment market tipped to tighten.

CONFIDENT: Jeff Miller is optimistic about the pipeline of work for contractors. Photo: Ryan Ammon



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6-PAGE FEATURE

SOURCING workers for upcoming projects in Western Australia could soon become much more difficult due to a combination of factors from within the state and without, according to some experienced hands in the space.

One ingredient is that WA's resources sector, which competes with infrastructure for the same labour pool, is building momentum.

A bigger issue will be the massive infrastructure packages in the eastern states, which caused an outflow of workers during the downturn.

Managing director of Osborne Park-based contractor Decmil, Scott Criddle, is among those who feel renewed strength coming into the workforce.

"There will be pressure on jobs probably by middle of next year ... massive tightening in the labour

market" Mr Criddle told *Business News*.

"It'll be more challenging in 12 months' time to get good, competent, capable people in WA than what it was in the boom.

"The eastern states are so busy with infrastructure, like we've never seen before.

"It's enormous.

"That wasn't there last time.

"WA is still a pretty tough market, a very competitive, challenging market, (but) I think it's going to change."

Westrac group manager of construction, Cameron Callaway, agreed it would be a challenge for contractors to source workers from interstate.

The business is part of Seven Group Holdings and deals in yellow goods used by contractors.

"From a people aspect it's certainly a challenge," Mr Callaway told *Business News*.

"We're a very trade-oriented business; now a lot of trades have moved east.

"Typically, in the prior boom we had a lot of FIFO people from the east.

"That's now very difficult because of the volume of work in their own backyard."

In addition to labour supply constraints, BNiQ Search Engine data (see page 21) points to demand growth.

The figures show a 6 per cent lift in the number of employees at the top 10 contracting businesses (with public data) in the past 12 months, to 17,600.

Monadelphous and Downer are the two biggest players.

Downer has lifted its numbers by around 1,000 to have 3,000 staff in WA, while Monadelphous put on about 200 staff, to 3,130.

Among Monadelphous's recent contract wins was its December deal for maintenance work at Synergy's Muja coal power station in Collie.

Other players also added staff, with SNC Lavlin and AusGroup growing by 600 and 500 workers respectively.

Roads and schools are among the biggest drivers of tenders awarded by the state in the past 12 months (see table).

One of the bigger packages was awarded to the consortium that had previously been selected for Roe 8 stage one, an alliance led by CPB Contractors.

That included the \$135 million upgrade of Armadale Road.

Lendlease secured two packages of minor road works in regional areas in the second half of 2017, worth \$251 million.

School building contracts included for PACT Construction, undertaking earthworks at Inner City College.

Key takeaways

- Contractors bullish about infrastructure work, despite downward trend in public capital investment
- Desire for work to be sliced into smaller packages
- Businesses also winning work interstate
- Expectations of severe labour market tightening

Tendering for main works at that project recently closed.

Other winners included: Emco Building at Butler North Senior High School; Adco Constructions at South Baldy Secondary School; and Perkins Builders at Margaret River High School stage one.

The state government pledged \$465 million towards schools upgrades and construction across the four years to 2021, with 11 schools to be built and 28 refurbished.

However, state budget figures suggest the public investment tap as a whole is being turned down a few notches.

Nearly \$6.3 billion is budgeted for capital works in the 2019 financial year. This figure will drop more than 20 per cent to be \$4.9 billion in 2021-22.

The state plans to invest \$21.5 billion in assets overall across the four years covered by the most recent budget, down on the \$22.9 billion forecast in the four years following the 2017 budget.

On the flipside, some major projects not yet included in the budget have received commitments from the federal government, so are likely to proceed, including the Morley-El-lenbrook rail line.

Civil Contractors Federation chief executive Jeff Miller said he was encouraged by the pipeline of infrastructure work ahead.

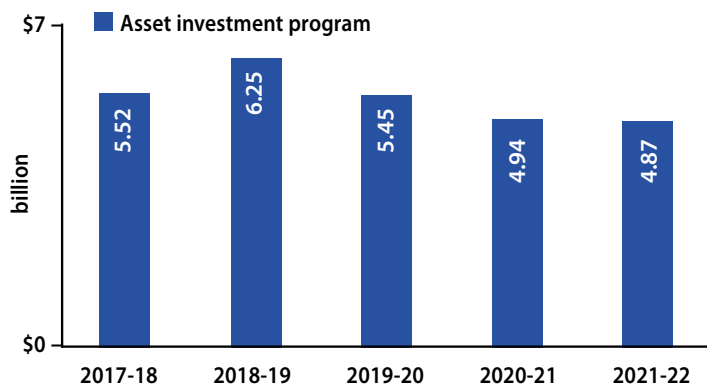
Mr Miller told *Business News* it was normal for the budget to predict spending to tail-off in later years.

"We often see the (third) and last year of the forward estimates look pretty low until we move closer to those years," he said.

WA INFRASTRUCTURE TENDERS RECENTLY AWARDED/UNDER WAY

PROJECT	\$m	AWARDED/ COMMENCEMENT	MAIN CONTRACTOR
Great Northern Highway	344	Staged	
Wyndham Spur 2/Maggies Jump Up	56	Jan 2018	WBHO Infrastructure
Pithara Section	25	Mar 2018	Highway Construction
Miling Bypass	21	May 2017	Watpac Civil and Mining
Armadale Road upgrade	135	May 2017	CPB Contractors (Roe 8 alliance)
Wheatbelt Region minor road works	129	Jul 2017	Lendlease
Gacoyne Region minor road works	123	Sep 2017	Lendlease
Modular building relocation/refurb	100	Oct 2017	5 providers inc. Quality Builders
Inner City College (earthworks)	68	Mar 2018	PACT Construction
Main Roads asset management support	64	Jun 2017	Jacobs Group, GHD
Butler North SHS stage 1	52	May 2018	Emco
Shenton College	46	-	Cockram
Longitudinal road marking - rural south	37	Nov 2017	Intersectional Linemarkers
South Baldivis Secondary School	34	May 2017	ADCO Constructions
Wanneroo Road widening	31	May 2017	CPB Contractors (Roe 8 alliance)
Port Hedland channel marker replacement	30	Nov 2017	Austral Construction, Total AMS
Dept of Communities North West builders panel	25	Dec 2017	Kullarri Building, H&M Tracey Construction, MGC Building and Maintenance
Margaret River High School stage 1	25	May 2018	Perkins Builders
Cape Naturaliste College stage 2	24	Jan 2018	Pindan Constructions
Margaret River Perimeter Road stage 2	23	Jul 2017	WBHO Infrastructure and SRG Civil
Morley-Ellenbrook rail line planning	-	April 2018	ARUP, Roberts Day and EY
Cape Naturaliste College stage 2	24	Jan 2018	Pindan Constructions
Margaret River Perimeter Road stage 2	23	Jul 2017	WBHO Infrastructure and SRG Civil
Morley-Ellenbrook rail line planning	-	April 2018	ARUP, Roberts Day and Ernst and Young

WA government asset investment program



"We always look at it with some concern, but it tends to sort itself out."

A bigger problem was that departments would often underspend budgets, Mr Miller said.

CCF data shows Main Roads had budgeted to spend \$1.5 billion in the 2018 financial year. However, more recent projections suggest it will come in at about \$450 million below this figure.

The Public Transport Authority will be roughly \$200 million below budget.

The Water Corporation and electricity utilities will be over budget by nearly \$175 million, however.

But Mr Miller said it was generally not cost control reducing the spending.

(It's) simply because projects are slowed up; the money is there but

we're not getting it out the door fast enough," he said.

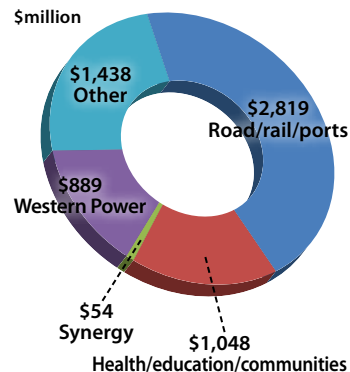
Another concern was that the government was favouring tendering for work in large packages, not breaking it into bits so smaller contractors could bid.

Business News revealed in February that the government was considering bundling work for various Metronet lines into one contract, with Mr Miller, Georgiou Group chief executive John Georgiou and Decmil's Mr Criddle among those preferring separate packages.

"There are complexities in the Thornlie to Cockburn line, because there's an existing (freight) rail line," Mr Miller said.

"It's quite different to the challenges of a greenfields extension like Byford is, or Butler to Yanchep." Nonetheless, Metronet was a

Capital investment breakdown 2018-19



positive, Mr Miller said, as were the ongoing Northlink road projects.

Westrac's Mr Calloway was optimistic the sector was heading in the right direction.

"There's obviously some strength in the recent budget announcements with some good expenditure, both from state and federal government," Mr Calloway said.

"Northlink project has been refreshing.

"We've got a lot of customers on (Northlink), from the majors down to smaller operators."

Aside from the volume of projects, Mr Miller praised the forthcoming establishment of Infrastructure WA, an independent body to review infrastructure planning.

He said the state government's industry participation strategy to support local contractors, moves to

WA INFRASTRUCTURE TENDER PIPELINE - SNAPSHOT

RECENTLY CLOSED TENDERS- UNANNOUNCED

Power network services- Goldfields, Esperance

Main Roads - ICT infrastructure

PTA contaminated sites panel

PTA environmental approvals panel

Statewide telehealth service infrastructure upgrade

Dept. of Finance architectural panel

Inner City College stage 1 main works

Reid Highway upgrade to West Swan Road

Karel Avenue upgrade

OPEN TENDERS

	\$m
Metronet rail car procurement	1.1bn
Roe Highway/Kalamunda Road interchange.	86
Wanneroo Road-Ocean Reef Road interchange.	65
Wanneroo Road-Joondalup Drive	50
Mt Claremont bus depot	8
Horizon- power line condition assessment	-
Horizon- microgrid build	-
Horizon- microgrid operation	-
Port Hedland channel stage 2 dredging	-
Armadale Road-North Lake bridge	-
Claremont station upgrade	-
Onslow Road upgrade phase 1	-

FUTURE TENDERS

	\$m
Metronet	
Morley- Ellenbrook rail line	1bn
Cockburn-Thornlie link	536
Yanchep rail extension	441
Station upgrades- Bayswater, Claremont	101
Bus replacement program (new)	624
Bunbury outer ring road	570+
Freeways- widening, CBD connection	186
Ocean Reef Marina	120
Reid Hwy duplication	70
Stephenson Ave	60
Kwinana Bulk terminal upgrades	52
Kwinana Bulk jetty upgrade	40
Art Gallery of WA development	20

harmonise contracts and prequalify requirements across agencies, and security of payments reform to support subcontractors, were also positive steps.

Eastern shift

Many WA-based contractors have made endeavours to diversify into the east coast infrastructure market in recent years as resources work slowed at home.

An example is Georgiou, which has won \$216 million of work with NSW Roads across five projects.

The company's office in NSW opened in 2015, Mr Georgiou said.

He said Queensland operations began in 2009 with a focus on energy, although the capability had since expanded to include roads.

The growth on the east timed well with the slowdown in WA, Mr

Georgiou said, and gave WA employees development opportunities.

Monadelphous also has won work on the east coast.

Its Zenviron joint venture with Sydney-based ZEM Energy picked up a share of the \$200 million Crudine Ridge wind farm build in NSW in May.

Zenviron was also awarded work at the Moorabool North wind farm in Victoria.

Decmil's Mr Criddle said that business had also targeted opportunities in other states.

"We've certainly diversified away from WA, it's been a lot more focus on Victoria, Queensland, NSW, even New Zealand, just so we have a countercyclical plan away from being located solely in WA," he said.

"That's taken a fair few years, but it's paid off now."

State still sorting contracts



LONG TERM: Serco's contract for non-clinical services at Fiona Stanley Hospital runs until 2021. **Photo:** Attila Csaszar

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SOMETHING is going on behind the walls of Fiona Stanley Hospital.

Through a network of pathways inside the internal structures of the \$2 billion facility, autonomous vehicles move medicines, meals, and linen to ward assistants, who deliver them to patients.

The Serco contract has been criticised by unions, but chief executive Asia Pacific Mark Irwin told *Business News* it was one example of how the business, which holds the contract for non-clinical services at the hospital until 2021, had brought learnings from its global operations to its work in Western Australia.

"The benefit we have, not just Serco, many of the private sector

2,500
SERCO STAFF IN WA

partners that are involved with government, is our ability to reach internationally," Mr Irwin said.

"We look at what we can learn from successes and failures across the world where we work."

The focus at Fiona Stanley, he said, was productivity – getting the best use out of floor space, longer use of equipment, and proactively managing asset life cycles.

The robotic carts ease congestion, providing an additional safety benefit, Mr Irwin said.

Other examples included the use of 400,000 monitoring points across the hospital, which

automatically tied into the asset management system.

Serco operates other contracts in WA, including at Yongah Hill Detention Centre, Acacia Prison and Wandoo Reintegration Facility, and has about 2,500 local staff.

In 2015, the Economic Regulation Authority found Acacia was the lowest-cost prison in the state at \$185 per head, per day, although it was noted that economies of scale and other factors contributed.

Wandoo was most expensive prison at \$1,292/head per day, although that was driven by the facility being occupied well below its small capacity.

More recent data suggests a cost of \$450/head per day.

The ERA found the contracts for private prisons gave greater accountability, recommended

that similar agreements be made for government-run prisons, and advocated for increased use of competitive tenders for prison services.

In May, Corrective Services Minister Fran Logan announced the contract for Wandoo would be insourced, and it would become a female drug treatment prison.

When asked by *Business News* if the new arrangement would be more cost effective, Mr Logan said there would be different operational requirements and public management meant no need for a financial return.

One example of what would drive cost reduction was that Wandoo would no longer provide the same level of vocational training required when it was a reintegration facility.

The state has generally been quite cautious in its use of

private contracting for asset management, including public private partnerships, although there are some notable examples.

Brookfield and Mitsubishi were among the parties in the Helena Water consortium that won the \$300 million public private partnership to build the Mundaring Water Treatment plant in 2011.

Beijing Enterprises Water Group bought a stake in the business this year, prompting criticism from Water Minister Dave Kelly.

In 2015, Badge, Perkins Builders and Macquarie Group were selected for a 30+ year, \$370 million school finance, build and maintain PPP.

They will build 8 schools, with four primary schools and a secondary already in operation.

• See more online

From Bibra Lake to the Big Apple



EXPORT: Antony Osborne says the company has teamed up with Thyssen Mining to work on the New York subway system. Photo: Ryan Ammon

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PERHAPS surprisingly for a contracting business based in Bibra Lake, Sovereign Hydroseal has some high-profile international clients in its order book, with the world's seventh busiest subway among them.

Sovereign works in something of a niche market, manufacturing customised grouts and sealing water leaks in underground projects.

It was established in South Africa in the 1970s by Nico Grobler and Deon van Dyk, but moved to Perth in 2006 as the mining boom took off.

Chief executive Antony Osborne, who has been in that role since 2016, told *Business News* that more than 90 per cent of the business' order book was in export markets.

That's out of an order book of around \$25 million, Mr Osborne said.

Sovereign has won work as far afield as the US, in a joint venture with Thyssen Mining.

That partnership's major contract is sealing the New York subway system, which has about 1.7 billion passengers annually on its 400 kilometres of track.

More recent wins include for the Washington DC metro.

Mr Grobler and Mr van Dyk now spend significant time in North America, with a focus on growing that market.

"It (the New York contract) is definitely keeping us quite busy over there," Mr Osborne said.

One of the reasons the business had partnered with Thyssen was that their technology was quite complementary,

with German-owned Thyssen bringing ground freezing capability, which stabilises soil, according to Mr Osborne.

It was part of a progression away from the mining focus, which had dominated since the move to Perth.

About 60 per cent of the company's export work was in infrastructure, Mr Osborne said, with about 80 per cent in the Australian market in that space.

The remainder is mining.

"We've always had some (demand) in the construction side of the business, but the focus was definitely on mining," he said.

As civil construction projects started up, more focus was applied in this space.

"It's really only got quite busy in Perth in the past two years," Mr Osborne said.

“Our business is focused around making sure they know who to call when trouble strikes

– Antony Osborne

"We're starting to really get recognised now in the civil construction arena.

"The likes of the Forrestfield Airport Link project in Perth at the moment, we're sealing all the water leaks.

"We do a lot of work around the South Perth and city foreshore area; the high-rise buildings, their basements typically leak because they're below river level."

The outlook was optimistic, he said, with the business planning to grow into Asia and eventually

establish a position in the African market.

He said businesses were generally very good at predicting water and hydrogeology for projects, but a small error might mean a significant increase in flow rates.

"People generally don't budget to spend money on waterproofing or sealing water problems," Mr Osborne said.

"Our business is focused around making sure they know who to call when trouble strikes."

Contractors switch on for next generation of power

The rollout of next generation energy infrastructure such as batteries and microgrids is kicking off in WA, adding to the opportunities available for contractors in this space.



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FINDINGS by the Australian Renewable Energy Agency suggest the electricity sector crossed a notable threshold in 2017.

An ARENA study in 2015 as part of the Energy Storage for Commercial Renewable Integration project found that the operation of utility-scale batteries to store energy was becoming cost effective. The study, and additional work in the intervening period, formed the basis for construction of a 30-megawatt battery in South Australia in 2017.

Traditionally, power generation in Western Australia has been carefully dispatched by market operators to match peaks or troughs in demand.

There was no possibility to store excess electricity, effectively meaning solar and wind power options, although potentially cheaper, had difficulty matching up with demand.

Lower-cost batteries help to solve that problem, which means projects such as Horizon Power's Onslow microgrid, and Western Power's rollout of 60 standalone power systems in regional WA, could be the first steps in a surge of new investment (see map).

Batteries can be used in microgrids or standalone power systems in regional or remote communities – effectively mini-networks that operate separately from the state's main grid.

The benefit of a microgrid using renewables and batteries is that it can be cheaper than poles and wires for fringe-of-grid locations.

Microgrids are also becoming competitive with diesel generators.

A major move in this direction is under way at Onslow, where a solar farm and 5.3MW gas generator will form a battery-backed microgrid.

Kewdale-based Contract Power Group subsidiary, Hybrid Systems Australia, won that contract earlier this month.

Hybrid also won the contract for a second project, in Carnarvon, worth around \$7 million.

Director Michael Hall told *Business News* there was increasing interest in the potential of batteries and microgrids.

"We are seeing both the positive and negative effects of more and more solar coming onto our systems and in turn the effects on existing power generation assets, especially the operations in remote micro-grid and mining applications," Mr Hall said.

"We've seen (this market) grow exponentially in the past year with

more confidence from renewable sources on a reliable contribution towards power generation

"Every tender now has requests for renewable generation and battery additions, both mining and government."

He said the price of battery storage had come down significantly in the past two years, and demand was growing.

A feature of the Onslow concept was that people could produce decentralised power, with rooftop solar, and move it into the grid easily, Mr Hall said.

Other opportunities include Western Power's plans to roll out about 60 standalone power systems for customers on the edge of the grid in regional areas, as announced by Energy Minister Ben Wyatt in March.

Horizon recently went out to tender for five standalone systems near Esperance.

Carnegie Clean Energy has won work this year, including on a \$7 million project to install a microgrid in Kalbarri, which is at the northern end of the network.

Managing director Mike Ottaviano told *Business News* electricity infrastructure was a very dynamic space at the moment.

"We're seeing now what traditionally in the offgrid market was



Microgrids & renewables: Recent articles

June Horizon Power awards Onslow solar contracts

June Solar deal takes Badgingarra project to 148MW

April Solar/crypto project for Collie

April Synergy JV in 210MW renewable build

April Energising options to give farmers power

March Plan for 60 standalone power systems

February Carnegie in \$7m solar win

being done just purely by diesel is increasingly being done by microgrids," Mr Ottaviano said

"What was on grid, particularly at the fringes of the grid where power was being delivered by very long poles and wires solutions, are now being converted to small microgrids as well.

"It's just starting; we've seen it in the past 18 months and we expect that to grow exponentially in the next three to five years."

He said that trend was not underpinned by a feel-good factor, but rather by the numbers.

"Nor is it driven by renewable policy," Mr Ottaviano said.

"We've got a complete vacuum at state and federal level in renewable policy

"We're only seeing projects that can sustain themselves on other drivers, and those drivers are purely economic."

Developers of larger utility-scale renewable projects were also positive about batteries, which contribute to reliability and competitiveness of new builds.

Major projects in this space include APA Group's Badgingarra wind farm, with 130MW of capacity being built for completion next year, worth about \$315 million.

The Sydney-based company announced earlier this month that Badgingarra would be expanded to include 18MW of solar power.

Both the wind and solar offtakes are signed to Alinta Energy.

At nearby Emu Downs, APA added 20MW of solar capacity to its existing 60MW wind farm in a project completed in March.

A joint venture of Synergy, CBus Super and Dutch Infrastructure Fund is planning a roughly \$500 million, 180MW wind farm project at Warradarge, a \$60 million expansion of the Greenough River solar farm, and a refurbishment of the Albany wind farm.

Rank	Change from previous year	Company	Senior executive and title	Year est. in WA	Total staff in WA	Offices a) WA b) inter-state	Current clients + relevant WA projects for each client
1	—	Monadelphous	Mr Rob Velletri Managing Director	1972	3,130	a) 11 b) 15	BHP: Iron Ore and Nickel West, BP: Kwinana Refinery, Chevron Australia: Gorgon and Wheatstone, Fortescue Metals Group: Solomon Hub, JKC: Ichthys LNG Project (offshore), Shell Australia: Prelude, South 32: Worsley Alumina
2	—	Downer	Mr Mike Sutton Chief Operating Officer Mining - West	1968	3,000	a) 10 b) 40	Horizon Power: Onslow Power Station, Bechtel: Wheatstone E&I package, Public Transport Authority: rail car supply and maintenance, Main Roads WA, Landcorp, Western Power, BHP, Probuild, Alcoa
3	↑	Civmec	Mr Pat Tallon Chief Executive Officer	2009	NFP	a) 2 b) 5	WA State Government - Matagarup Bridge, The Water Corporation WA - Woodman Point Wastewater Treatment Plant, Gruyere Gold Project, Alcoa - Pinjarra Refinery, Pilgangoora Lithium Plant
4	↓	CPB Contractors	Mr Roberto Gallardo Executive General Manager, WA, NT & Broad	1971	NFP	a) 1 b) 5	Roe 8 Regeneration, Roe 8 replacements- Armadale Road upgrade, Wanneroo Road and Murdoch Drive, Northlink Stage 3
5	↓	SNC-Lavalin	Mr Garry Ford Senior Vice-President, Oil & Gas, Australia	1989	2,200	a) 2 b) 4	JKC Australa Pty Ltd - SMP and E&I for the Ichthys project; Chevron: Onshore & offshore telecoms maintenance & support; Clean TeQ - Alliance partner for Sunrise; Roy Hill - Senior Lenders Technical Advisor
6	↓	AusGroup	Mr Shane Kimpton Executive Director, Chief Executive Officer	1989	2,000	a) 6 b) 2	Chevron: Wheatstone, Woodside: Karratha gas plant, Shell: Prelude, Sumitomo: Bluewaters power station, JKC: Ichthys, Yara Pilbara: Yara Pilbara liquid ammonia plant
7	↓	Linkforce Engineering	Mr Luke Herbert Managing Director	2007	1,800	a) 1	Southern River Primary School Stage 1, Canning Vale Educational Support Centre
8	↑	UGL	Mr Josh Kember GM Operations, West	1970	NFP	a) 1 b) 9	Rio Tinto - sustaining capital projects; FMG - Shutdowns; Chevron - multi services for WA assets, Woodside - KLE Program; Alcoa - multi services; Horizon Power - EPC Battery Project; Raytheon - multi discipline refurb fuels project; Royal Australian Navy's ANZAC class frigates in Henderson - maintenance contract
9	↓	Hertel Modern	Mr Steve Skea Managing Director	1981	1,300	a) 1	Chevron: Gorgon (painting, insulation, fireproofing, HVAC), Bechtel: QCLNG (insulation), BamClough: Wheatstone (insulation), Wesfarmers: Kwinana Gas Plant (painting, insulation, fireproofing), Sino: Sino Iron (painting, insulation)
10	↓	Laing O'Rourke	Mr Stuart Crofts Regional Director - Western Region	2006	1,200	a) 1 b) 8	Main Roads WA: NorthLink WA stage 2 (\$417m) in JV with BGC Contracting, Public Transport Authority: Perth Stadium Station and East Perth Station Upgrade (\$140m), Bechtel: Wheatstone LNG Project civils finishing package
11	—	RCR Tomlinson	Mr Paul Dalglish Managing Director	1898	1,000	a) 5 b) 100	Water Corporation: Subiaco WWTP, Rio Tinto Iron Ore Silvergrass OPF and Cape Lambert Power Station, Pilbara Minerals Pilgangoora Lithium Processing Plant
12		BGC Australia	Mr Greg Heylen Chief Executive, BGC Contracting	1974	980	a) 4 b) 4	BHP Billiton Iron Ore, Simec, Citic Pacific, Main Roads (WA), Roads & Maritime Services (NSW), Cliffs Natural Resources, Atlas Iron Ltd, Southern Cross Fertilisers Pty Ltd; Lendlease Building Pty Limited; Boggabri Coal Operations Pty Ltd
13	↑	Broadspectrum	Mr Fidel Lopez Managing Director	2012	979	a) 2 b) 6	Woodside Energy (Offshore Karratha), INPEX MSC, Department of Defence (garrison support), Department of Transport, BHPBIO, Aroona Water, Department of Corrective Services WA (Court Security and Custodial Services)
14	↑	Goodline	Mr Dwayne Finch General Manager	1999	700	a) 1 b) 4	Fortescue Metals Group, BHP, Roy Hill Holdings
15	↑	Southern Cross Electrical Engineering	Mr Graeme Dunn Managing Director	1978	650	a) 4 b) 4	Rio Tinto, BHP, Bechtel, NBN
16	↓	NRW Holdings	Mr Jules Pemberton Chief Executive Officer	1994	635	a) 1 b) 1	Public Transport Authority: Forrestfield-Airport Link; Rio Tinto: Marandoo Southern Waste Fines Storage Facility; Gascoyne Resources: Dalgarranga; OZ Minerals: Carrapateena; Middlemount Coal JV: Middlemount
17	↑	Decmil Group	Mr Scott Criddle - Managing Director	1978	520	a) 2 b) 3	FMG, CITIC Pacific Mining
18	↑	EC&M	Mr Simon Higgins Managing Director	1986	500	a) 3 b) 2	CPB: Citic Pacific/Sino Iron: Cape Preston, Rio Tinto, Alcoa, CBH, Department of Defence, Evolution Mining
19	↑	Pilbara Access	Mr Stephen Easterbrook Managing Director	2007	NFP	a) 2	FMG, Rio Tinto, BHP Billiton, FMG
20	↓	Georgiou Group	Mr John Georgiou Executive Chair	1977	488	a) 3 b) 2	Tianqi Lithium Kwinana Plant, Mandurah Bridge Upgrade (Main Roads WA), Scarborough Redevelopment (MRA), Liv Apartments (DHA), Prime House Joondalup (Primewest)



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SPECIAL REPORT

Infrastructure news

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01 Jun 2018

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07 Mar 2018

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05 Jun 2018

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