GLADSTONE GOONDIWINDI RAILWAY PTY LTD

Dr Kerry Schott AO
Independent Review of Inland Rail

5 November 2022

SUBMISSION TO THE INDEPENDENT REVIEW ON THE POSITIVE FINANCIAL IMPACT ON INLAND RAIL OF THE GLADSTONE GOONDIWINDI RAILWAY

[redacted]
Graham Dooley, Deputy Chairman
[redacted]

About the Gladstone Goondiwindi Railway

Gladstone Goondiwindi Railway Pty Ltd ("**GGR**") is the proponent of:

> A new 680km open-access, investor-financed, freight railway joining the Inland Rail line near Goondiwindi direct to a new container terminal at the Port of Gladstone. (The **"G2G Line**")

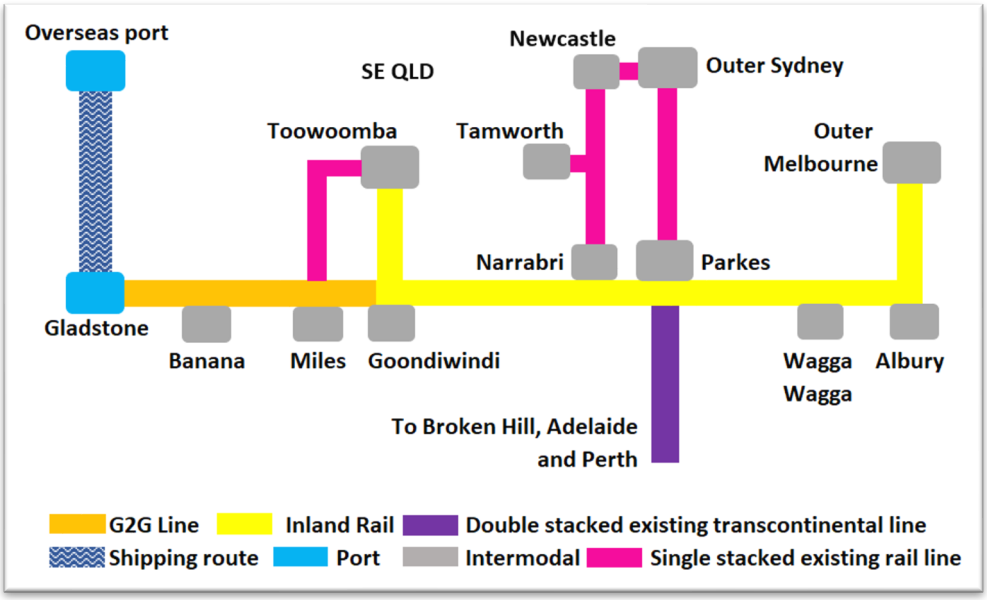
The objective of GGR is to connect the G2G Line to Inland Rail to create a **"Freight Revolution**" that liberates the current containerised freight supply chains from the congestion and strangulation around eastern Australian ports.

This will make Gladstone the only port in Australia directly connected to high-capacity freight rail and is the only east coast port that has the depth and can have the terminal facilities to handle the world's largest container ships.

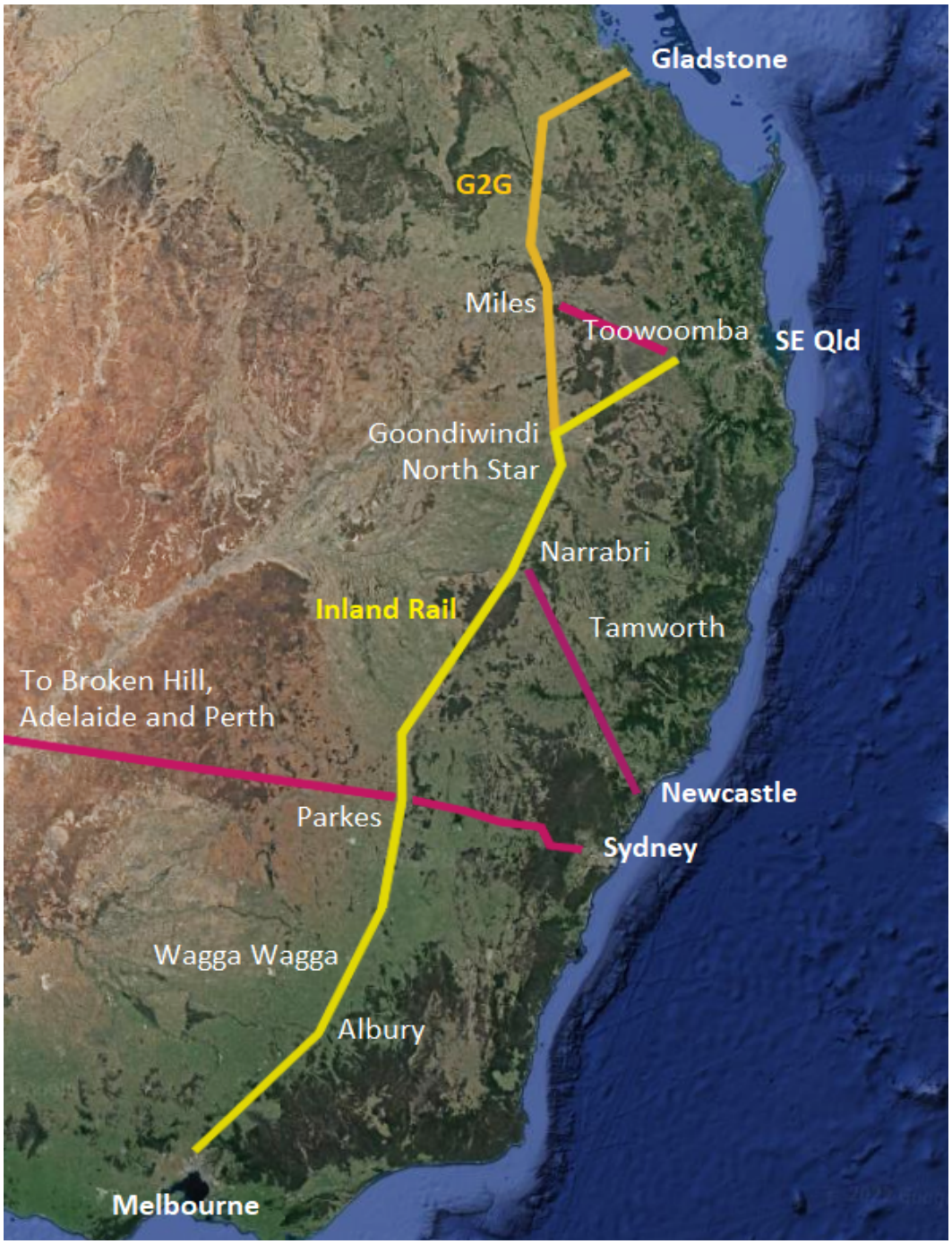
None of Brisbane, Sydney (Botany) or Melbourne can handle big ships or connect to rail at the freight capacity needed. These city ports are now too constrained by population and geography.

The "revolutionary" supply chain proposed by GGR is in the two following graphics:

Diagram:



Map:



ARTC is not envisaged to have a role in GGR or the G2G Line, except where contractual interfaces and harmonising of engineering specifications are needed.

The Directors and Senior Advisors of GGR are listed in Appendix 3 with a brief bio of each.

Response to the Independent Review's Terms of Reference

This submission to the Independent Review is succinct. A fulsome analysis of the GGR proposal and its positive impact and benefit to Australia, including how Inland Rail's basic viability will be assured, is contained in the Feasibility Study, lodged already with the Minister and Department. It can be provided to the Inquiry under separate, confidential cover, if needed.

Terms Of Reference Topic	This Submission by GGR	Additional Comments
a) ARTC Governance	Not commented on	Mentioned incidentally in the GGR Feasibility Study
b) i) Urban congestion	A core item for GGR and discussed below	Also discussed and analysed extensively in the Feasibility Study
b) ii) Melbourne end point of IR	Not commented on	Mentioned incidentally in the GGR Feasibility Study
b) iii) Brisbane end point of IR	A core item for GGR and discussed below	Discussed and analysed extensively in the Feasibility Study
b) iv) Efficient linkages	A core item for GGR and discussed below	Discussed and analysed extensively in the Feasibility Study
c) IR route selection	Incidental item	Discussed in the GGR Feasibility Study
d) i) Infrastructure market	Not commented on	
d) ii) IR program costs etc	Not commented on	
d) iii) Schedule etc assumptions	Not commented on	
d) iv) Options to optimise IR	Not commented on	
d) v) PPP for Gowrie to Kagaru	Not commented on	Not needed under the GGR plan
d) vi) Port connections	A core item for GGR and discussed below	Discussed and analysed in the Feasibility Study
d) vii) Brisbane and Melbourne intermodals	Incidental item	Discussed and analysed in the Feasibility Study
e) Community benefits along IR	Incidental item	Discussed briefly in the GGR Feasibility Study
f) ARTC's engagement approach	Not commented on	Mentioned incidentally in the Feasibility Study

Terms Of Reference Topic	This Submission by GGR	Additional Comments
Existing studies a) to d)	A core item for GGR and discussed below	Analysed extensively in the Feasibility Study
GGR Additional Comments	Social, Environmental, Economic Benefits are commented on below.	

The Reasons Why the G2G Line is the Salvation of Inland Rail

The proposed supply chain in the diagram and map above (called "**IR-G2G-POG**") comprises 3 components:

1. Inland Rail, from Goondiwindi southwards

2. The Port of Gladstone with a new container terminal (already proposed by the Gladstone Port Corporation) with capacity for 18,000+ TEU ships

3. The G2G Line to join the two

Northward extension of Inland rail from Goondiwindi to Toowoomba and on to Brisbane are therefore not needed for the "Freight Revolution", being adequately supplied by the existing Queensland Rail Network (perhaps upgraded). The Feasibility Study has more detailed discussion on this matter.

This proposed IR-G2G-POG supply chain reduces the cost of sending a container between an overseas port (Shanghai chosen for the analysis) and the location in the following table (Section 1.5 of Feasibility Study):

From/to Shanghai ***Australian destination/ source***	**IR-G2G-POG Supply Chain cost $/TEU**	**Best other port supply chain (BOP)**	**BOP supply chain cost $/TEU**	**IR-G2G-POG Supply Chain advantage / disadvantage %**
Toowoomba	$2,540	Brisbane	$4,323	70%
Goondiwindi	$2,331	Brisbane	$4,607	98%
Outer Brisbane	$3,120	Brisbane	$3,995	28%
Narrabri	$2,558	Brisbane	$4,859	90%
Tamworth	$3,088	Botany	$5,065	64%

From/to Shanghai *Australian destination/ source*	IR-G2G-POG Supply Chain cost $/TEU	Best other port supply chain (BOP)	BOP supply chain cost $/TEU	IR-G2G-POG Supply Chain advantage / disadvantage %
Newcastle	$3,342	Botany	$4,670	40%
Parkes	$2,973	Botany	$5,079	71%
Outer Sydney	$3,757	Botany	$4,295	14%
Wagga Wagga	$3,241	Melbourne	$4,893	51%
Albury	$3,370	Melbourne	$4,764	41%
Outer Melbourne	$3,679	Melbourne	$4,355	18%

Many assumptions underpin this analysis, as detailed in the Feasibility Study , but the outcome is clear:

If IR-GGR-POG is <u>not</u> built:

1. Freight costs for Australia will grow higher. No big, efficient ships will come to Australia
2. Urban congestion from trucks will grow around ports to strangulation point
3. The immense greenhouse footprint from trucks carrying containers will grow
4. Container storage yards (inbound and outbound) will consume whole suburbs around ports

<u>Basis of Technical and Commercial Design of the GGR Line</u>

Freight Volumes

To get some perspective on freight volumes, Australia currently imports over 7 million TEU's per annum through the east coast ports and this is forecast to grow to 19 million TEU's per annum by 2050. The current east coast ports barely handle the current volume and cannot handle the growth. Many reports have been prepared on this topic by the Productivity Commission and the States.

Australia needs a "Freight Revolution" of the foresight of the GGR proposal.

<u>We commend the Independent Review into Inland Rail supports this vision</u>.

The G2G Line will have the same freight carrying train specification as Inland Rail, and be capable of moving up to 5.4 million TEU per annum using high-speed, double stacked trains from 2028/9 onwards.

Progressive duplication of the G2G Line could double the capacity to 10.7 million TEU per annum. The potential for further expansion is endless, as it appears to be with Inland Rail, because neither are located in congested urban areas.

The G2G Line will "join the dots" to create Australia's first world-class international freight supply chain based on the city of Gladstone, enabling containerised freight to be moved between ultra-large 18,000 TEU+ container vessels bringing freight to Gladstone. There are no other deep-water ports on the east coast capable of handling these large ships and moving the containers on and off the ships rapidly and efficiently.

Gladstone Direct to Goondiwindi

Of the 680 km of the GGR Line (starting from the north):

- 170 km already exists (the Moura Line from Gladstone to Banana) but needs upgrading to standard gauge
- 215 km has been almost fully designed and approved (the SBR Line from Banana-Wandoan)
- 70 km is a disused railway line (still gazetted) that needs re-instatement to the GGR Line standards (the Wandoan-Miles Line)
- 225 km needs to be developed across relatively flat Darling Downs terrain in existing land corridors (the Miles-Goondiwindi Line along the Leichhardt Highway)

To maximise freight transport efficiency, Gladstone must be linked to NSW and Victoria by the shortest route: namely, the G2G Line direct to Inland Rail at Goondiwindi. To link Gladstone to Inland Rail only via Toowoomba would add 200kms and 3-4 hours to the route, and permanently degrade the new supply chain.

GGR strongly supports the extension of Inland Rail to Toowoomba, which is the natural freight hub for South-East Queensland. However, the existing Western-system rail line from Toowoomba will also join the G2G Line at Miles. It will provide an alternative link between Toowoomba and Gladstone, in the north, and Inland Rail, in the south

A detailed timeline and budget have been developed. Queensland State approvals are in early stages of negotiation. Partnership discussions with the Gladstone Ports Corporation and above-rail operators have commenced.

Financial Viability

The GGR does not require Government grant capital to be viable. Some funding from a Federal Government project development fund or NAIF will be sought shortly for the R&D/Development Phase. This early Commonwealth funding has two anticipated outcomes:

- It makes the management process of delivering the G2G Line to Financial Close so much easier and more rapid than private equity funding from capital markets
- It assures the Commonwealth and the State of deep engagement in the G2G Line development process, which we submit is highly desirable and beneficial

The superannuation funds managers of Australia are expected to fund the construction from their normal infrastructure investment activities. It is viable and financeable on the conservative assumptions developed by GGR.

The Feasibility Study includes the evaluation of why the G2G Line is financially viable and that GGR is capable of raising the funding required for its construction and operation from private sources and markets. It is very significant that the G2G Line will be privately funded. Not only will this reduce the call on constrained Government budgets, but it will allow the investment of the large sums of private capital which have been otherwise starved of opportunities to fund genuinely bankable, national-scale infrastructure in Australia, and especially in Queensland outside of the resources sector. The GGR financial case is based on containerised freight only and does not assume any revenue from the carriage of minerals or agricultural produce, both of which would be welcome.

The estimated $6-7 billion capital cost of the G2G Line will be funded using a standard project financing structure, comprising up to $3.5 billion project finance debt and $3.5 billion construction equity. ANZ Bank has provided a letter of support in relation to the project finance debt. Commercial and financial close is scheduled for 2024/25, with construction scheduled to be completed by 2028/29 and commercial operations starting in 2029.

GGR has prepared a development plan and budget and a preliminary project financial model which shows a credible financial base case consistent with the competitive analysis contained in the Feasibility Study.

Responses to the Independent Review's Terms of Reference

Terms of Reference Item b) i) Urban Congestion

Many investigative reports and news media articles cite the congestion that is currently gripping the suburbs and main roads around the east cost ports. There is no apparent relief in sight, and there is no feasible and affordable answer to the current ports being served by better rail facilities. Building new container terminals at Port Kembla and Newcastle to handle some of this container freight is an incremental solution at best, because neither of them can accommodate 18,000+ TEU ships.

The rail share of port container traffic has fallen since 2000, and now stands at: Brisbane, 1.7%; Botany, 16%; and Melbourne, 6.1%. (Feasibility Study Section 1.2). These rail connections are therefore a very small contribution to managing the congestion problem.

We commend the Independent Review finding that the current ports cannot cope with future freight needs.

The Independent Review might be prepared to find that the socio-economic impact of the current volume of freight movements on surrounding suburbs and roads is unsustainable. Increasing freight traffic will make this worse.

Terms of Reference Item b) iii) Brisbane End Point

Brisbane is a shallow water port and can handle ships only up to ~8,500 TEU capacity. This is too small for SEQ's growing needs and just results in higher freight costs and greater urban congestion from truck traffic.

While it may have been be a fine aspiration to connect Inland Rail to the Port of Brisbane it is just not viable. ARTC has found that in its investigations to date.

The Port of Brisbane is too small to be efficient for large movements of freight and the cost of building a rail line from southern Queensland through metro Brisbane (above or below ground) to the port is excessively expensive. In fact, connection of Inland Rail into Brisbane at the Port or Acacia Ridge is so grossly uneconomic that it can be dismissed almost immediately.

Brisbane is now served adequately well by existing rail which can move freight throughout the metro and SEQ area satisfactorily. In the future, freight arriving from the POG-GGR legs and transhipped at Goondiwindi or Toowoomba on the current or upgraded rail lines from Goondiwindi or Toowoomba into SEQ will be cheaper and more sustainable than any other combination.

We submit that there will always be a need for container freight entering and leaving SEQ by the Port of Brisbane at the current levels or thereabouts, so the continuity of that port is assured.

Our planning, and the diagram above, shows Inland Rail progressing to Toowoomba. This is probably economically acceptable to Government. But a lower cost solution is to terminate Inland Rail at Goondiwindi where an intermodal transfer to local Queensland railways or trucks can occur.

We commend the Independent Review finding that the northern end of IR be either Goondiwindi (the lower cost proposal for the Commonwealth) or Toowoomba (the higher cost).

We also commend the Independent Review finding that continued study of Inland Rail options to extend further than Goondiwindi or Toowoomba is pointless and should cease - the Commonwealth and State are better served by devoting those study funds and resources to advancing the IR-G2G-POG supply chain.

Terms of Reference Item b) iv) Efficient Linkages

GGR's proposal is for:

- The largest container ships in the world to connect Australia to other ports via the Port of Gladstone
- Some of that container freight can be transferred to coastal shipping at Gladstone for delivery to other Australian ports
- The bulk of the freight will be transferred to intermodal terminals along the east coast via the G2G Line and Inland Rail
- The diagram at the beginning shows where these rail/rail and rail/truck intermodal terminals will be. Many already exist in some form and can be easily upgraded as freight volumes increase.

The G2G Line has a number of positive advantages for Australia's trucking industry:

- Trucks will do far less carrying of containers long distance, maybe almost zero. The need to move increasing numbers of containers as freight volumes grow will necessitate all of the

existing trucking capacity being assigned to what trucks do best: move freight door-to-door over shorter distances

- The strangulation of suburbs and roads around the existing east coast city ports will abate, or at least, not increase as container traffic increases from 9m TEU pa to 50m TEU pa.
- The greenhouse gas reduction of huge numbers of long-haul trucks not being used will be very significant. We are sure that this is able to be quantified
- GGR has had a productive dialogue with the trucking industry and this is expected to continue

We commend the Independent Review finding that:

- The freight market operators of logistics companies, local trains and trucks will ultimately determine where the intermodal terminals will be and their size. Many are already in place at some scale and can be upgraded to suit volume growth
- The intermodal terminals sponsored by Governments have been very beneficial and will be suitable for the "Freight Revolution"
- All combinations are feasible:
    - Ship/ship at Gladstone
    - Ship/rail and ship/truck in the current ports, but at capped volumes
    - Rail/rail along IR in Queensland and NSW, and probably some in outer Melbourne
    - Rail/truck in all places for final transport to/from freight dispatchers
- The trucking industry will continue to grow at what it does best: move freight door-to-door over shorter distances, between the IR-G2G-POG supply chain and the end cistomers

Terms of Reference Item d) vi) Port Connections

The economics of building Inland Rail in congested areas and over mountain ranges means that it is:

- Never going to be connected to the Ports of Brisbane, Sydney (Botany) or Melbourne
- Only ever going to be connected to the one remaining, deep water port with sufficient adjacent land, i.e. at Gladstone

Therefore, the G2G Line in partnership with the Port of Gladstone and Inland Rail is the sole remaining, viable, affordable high volume freight connection to the world that can fulfil the same requirements at the same levels of economy and efficiency as the following major global ports:

Port	Annual Freight Volumes Millions of TEU per annum (2021)
Shanghai (China)	47
Singapore	37
Shenzhen (China)	29
Busan (S Korea)	23
Los Angeles	20

Port	Annual Freight Volumes Millions of TEU per annum (2021)
Hong Kong	18
Rotterdam	15
Dubai/Jebel Ali	14
Compare: All Eastern Australian Ports	7 (now) 19 (2050)

We commend the Independent Review finding that the only viable, affordable and economic port is likely to be Gladstone and that Inland Rail and the G2G Line are both essential for the Freight Revolution to occur.

The Independent Review might be prepared to find that the G2G Line is a project that the Commonwealth and Queensland Governments should support and facilitate in its formative stage using funding and resources already allocated to the development Inland Rail's northern end.

The Independent Review might be prepared to find that the development of a large scale container terminal in the Port of Gladstone is also a project that the Commonwealth and Queensland Governments should support and facilitate expeditiously.

> Note: "support and facilitate" does not necessarily mean large grant capital sums being allocated by Governments. The infrastructure investors of Australia seem well placed to deliver these projects if the Commonwealth delivers Inland Rail to as far north as Goondiwindi.

Terms of Reference Item: Existing Studies a) to d) vi)

These existing studies have quantified many of the freight challenges in each of the major urban areas. We have drawn considerable data from them for our Feasibility Study.

However, they all suffer from two major drawbacks:

1. Each study has considered a very limited geographic area of where the relevant port is located. The only port considered by each study is the port in the city/region under study – ie a port that is already highly congested and whose surrounding suburbs are being inundated with truck traffic
2. None of the studies have considered the IR-G2G-POG option and its huge potential benefits.

We commend the Independent Review finding that the scope of the freight challenges requires a "Freight Revolution" be undertaken across the entire east coast of Australia and that the IR-G2G-POG supply chain has considerable merit.

Additional Submission re Social, Environmental, and Economic Benefits of the G2G Line

The IR-G2G-POG supply chain has the following additional benefits to Australia not comprehended in the Independent Review's Terms of Reference.

Many of these topics can be developed to a much greater extent, and quantified very precisely by the responsible Commonwealth and State Departments, but in our investigation of this project and our assessment of the viability of the G2G Line as an investor-financed railway, we couldn't help identifying these substantial and enduring benefits to Australia:

a) The creation of the G2G Line and the linkage to Gladstone will provide a sound and sustainable economic basis for the construction of the Inland Rail by the Commonwealth Government. The Inland Rail business case would be very positive we feel if the IR-GGR-POG supply chain was taken into account.

b) The IR-G2G-POG supply chain would lower the cost of virtually all containerised freight in eastern Australia for decades hence and increase Australia's international competitiveness in export industries, and reduce imported inflation.

c) Delivering containers to Australia by 18,000+ TEU ships would halve the CO2 emissions per TEU of the very long maritime leg of Australia's international containerised freight supply chains.

d) Using substantially fewer trucks in urban areas to carry containers to and from congested ports would lower the CO2 emissions of the entire urban freight industry measurably

e) Using substantially fewer trucks carrying containers between urban centres (eg Sydney/Melbourne/Brisbane) would lower the CO2 emissions of the entire east coast inter-city freight industry

f) The IR-GGR-POG project would eliminate the unsustainable growth in congestion caused by the road carriage of huge volumes of containerised freight to and from ports in Australia's east coast capital cities.

g) Gladstone would provide an internationally competitive outlet for containerised freight exports (speciality grain, manufactured goods and high value minerals) from northern Australia.

h) A substantial container terminal and the G2G Line will facilitate and initiate substantial regional development in the city of Gladstone, its surrounds, and in regions along the length of the G2G Line and Inland Rail.

i) This would transform the Port of Gladstone into Australia's major freight import and export port, consistent with Gladstone Ports Corporation's Containerised Freight Initiative (see extract in Appendix 1).

j) The production of green hydrogen, manufacture of electrolysers, and the existing LNG industry would all be enhanced by the IR-GGR supply chain providing an efficient, cost competitive route to market in southern Australia. This may be a real game-changer for LNG if it can be carried by rail tankers.

k) Facilitate the best deployment of Australia's road transport industry.

- - - 0 0 0 - - -

Appendix 1 – Extracts from Gladstone Ports Corporation Containerised Freight Initiative

GPC — instrumental to growth in Central Queensland

Central Queensland is on the verge of unprecedented opportunity with globalisation, new energy and new technology — and GPC is instrumental to this growth. Thanks to our well-established infrastructure base, a large array of State Development Land, transport connectivity, and a highly skilled workforce, there are a multitude of opportunities available.

The opportunity for containerised freight

Globally, containerised freight trade has been growing rapidly and, due to its low cost, it is the dominant mode of transport for international cargo.

On Australia's east coast, the average number of twenty-foot equivalent units (TEUs) is projected to grow by a total of 78.8 per cent from 2019-20 to 2032-33. The Port of Brisbane is projected to experience the second largest growth in TEUs behind the Port of Fremantle, growing by 100.6 per cent to 2032-33.

At a time when most other Australian ports are landlocked in heavily congested urban environments, Gladstone offers easy access and faster sailing times to the growing Asian market.

Additionally, development will ease the burden on other ports and we have the space, capacity, skillset, and commitment to grow containerised freight trade for Australia.

The development of the Central Queensland Inland Port at Yamala will also provide opportunities to increase containerised freight from the vast Central Highlands agricultural catchment for efficient containerised rail to Gladstone.

With advocacy underway to connect Central Queensland to the Inland Rail and further improvements in Heavy Vehicle Freight Corridors, the future for containerised freight and highly efficient freight logistics in Gladstone looks bright.

Advocating for supporting infrastructure

At GPC we are resolute in our commitment to creating world-class infrastructure to support the development of the *GPC Containerised Freight Initiative*. As part of this, we are actively advocating and strategically engaging with government and industry leaders including Regional Development Australia (RDA), AgForce, Gladstone Regional Council (GRC) and the Central Queensland Regional Organisation of Councils (CQROC) to continuously improve the road and rail networks connecting the port to producers and customers.

Expansion beyond Port Central

Intergenerational planning is a key priority for GPC as custodians of this landmark asset. With a vision that extends 50 years, we have a clear plan for the future.

Longer term, there is potential to develop a second facility at GPC's Fisherman's Landing precinct, providing significant opportunities for growth in the Port of Gladstone.

With a natural deep water harbour and a maintained channel depth of 16m Lowest Astronomical Tide (LAT), there are a range of options to accommodate larger vessels.

Appendix 2 – G2G Line Project Development Plan

Development Elements

The development process is anticipated to have 8 major elements.

- Formation of the project consortium to deliver the major project commercial agreements.
- Acquisition of, or grants of access to, the land for the rail corridor, construction, and ancillary requirements.
- Agreement of terms for the take-or-pay (offtake) contracts.
- Determination of the final structure and sources of the project financing.
- Preparation and approval of an EIS.
- Specification and pricing of the G2G Line to be constructed and delivered under the EPC contract.
- Provision for the commercial and physical operation (including maintenance) of the G2G Line upon completion.
- Documentation of commercial contracts for commercial close and project financing agreements for financial close.

Development Budget

GGR's development costs have been estimated on a bottom-up basis at ~ $56 million. GGR's anticipated development budget includes a further 20% for overhead and 12.5% contingency, giving a total of $75 million.

Appendix 3 – Gladstone Goondiwindi Railway Board and Advisers

Everald Compton AO, Chairman

Everald is the recipient of the Order of Australia twice, 1993-AM and 2021-AO, and has been recognised for his services to the Transport Industry receiving the Centenary Medal in 2001 from the Prime Minister. His extensive career of nearly 70 years has realised several leading roles. Two roles of direct relevance to the GGR are as Founder of the Inland Railway and Former Chair of Surat Basin Railway Ltd. Everald is a Certified Practicing Accountant (CPA) and a Certified Practicing Marketer (CPM) and has been a Member of both Institutes for 65 years.

Graham Dooley, Deputy Chairman

Graham is one of the most experienced and best-known CEO, Chairman and Director-level people in the Australian water, rail, and bulk materials industries. He has been a Chairman, MD and Director of over 40 companies in the past 30 years, with approximately 50% of his career in each of the public and private sectors. His recent roles have included Senior Advisor – Infrastructure with Igneo Infrastructure Partners, CEO and Director of Water Utilities Australia, Past President of the Australian Water Association Ltd, CEO of Surat Basin Railway, and MD of United Utilities Australia.

Graham is a Fellow of the Australian Institute of Company Directors, a Fellow of the Institution of Engineers, Australia, Recipient of the South Australian Premier's Water Medal in 2014, and a Board Member of Infrastructure Partnerships Australia. Graham holds two bachelor's degrees from the University of Sydney in Engineering and Science and a master's degree in Public Administration from The American University in Washington DC.

William Wild, Director

Will was a merchant banker with 15 years' global infrastructure, corporate, and syndicated finance transaction experience, based in Hong Kong with Bank of America and London with KBC Bank. Will has arranged or underwritten financing for more than 50 major infrastructure projects in the power, renewables, transport, resources, and PPP sectors in Australia, Asia, the Middle-East, Africa, and Europe.

Will has also been a director of public and private corporations, a banking & finance academic, and is currently a visiting fellow in the QUT Business School. He is also a barrister, chartered arbitrator, and accredited mediator. He holds a PhD (finance), LLB, LLM, and BCom.

Barry Renaud, Rail Adviser

Barry is civil engineer with over 42 years' experience in the railway industry. His career included 36 years in rail infrastructure roles throughout Queensland with QR Limited including 10 years as senior operational manager. After leaving QR he was Director of LS Rail Joint Venture in the National Rail Group of Leighton Contractors. Since 2013, he has consulted as a rail infrastructure specialist.

Bill Wild, Construction Adviser

Bill is a highly experienced construction engineer with a 50-year career that includes 36 years in building, civil, mechanical, and mining contracting with the largest contracting organization in South-East Asia, Leighton Group (now CIMIC), including as Managing Director of the John Holland Group and Chief Operating Officer and Deputy Chief Executive Officer of Leighton Holdings Limited. He is currently Chairman of the Flagstaff Consulting Group.

Recognition of Bill's achievements include Australian Civil Engineer of the Year 2004, Top 100 Australia's Most Influential Engineers 2005, 2008-2010, QUT Distinguished Constructor Award 2008, and Queensland Construction Hall of Fame 2008. Bill's professional qualifications include BE (Civil) University of Queensland 1969, M.Eng. Sc (Highway Engineering) UNSW 1973, Honorary Fellow, Institution of Engineers Australia, Chartered Professional Engineer, and Fellow of the Academy of Technological Sciences & Engineering.