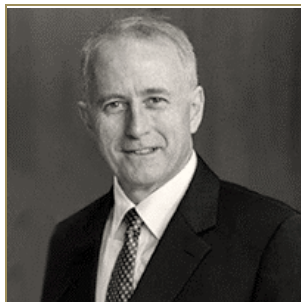


CURRICULUM VITAE



The Hon Carl Scully

MAJOR PROJECTS DEVELOPMENT SPECIALIST
INFRASTRUCTURE & RESOURCES
PPP SPECIALIST

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CAREER SUMMARY

Carl Scully's career spans over 30 years in both the private and public sectors. He practised law for seven years before embarking on a 17-year political career. For nearly 12 of those years, he served in high level ministerial positions primarily involved in the delivery of major infrastructure projects for the NSW Government of Australia.

During his tenure in Government, Carl was responsible for the planning and delivery of seven of Sydney's most extensive and iconic infrastructure projects, namely the Eastern Distributor, the Cross City Tunnel, the M5, M7 and Lane Cove Tunnel Motorways, the extensive network of Bus Only Transitways across Western Sydney and the \$2.3B Epping to Chatswood rail link. He was also responsible for implementing numerous key policy reforms and master minding the delivery of transport logistics for the Sydney 2000 Olympics.

Carl returned to the private sector in 2007, joining Evans & Peck as a Principal and later as Team Leader for its Business Advisory unit. In 2012, Carl joined Evans & Peck's parent company, WorleyParsons, as International Business Director for Infrastructure & Environment and in 2014 was appointed as Director of International Business Development for its new advisory and consulting business known as Advisian. In this role, he advised the global business on major opportunities in Africa and Latin America, engaging at a high level with government, regulators and clients, as well as with potential local business and technical partners.

In October 2015 Carl left WorleyParsons to set up his own project advisory business and was appointed as Chair of the NSW Mine Safety Advisory Council from 2015-2018. In January 2018 the NSW State Government appointed Carl as Chair of one of its planning approval panels and in January 2020 re-appointed him in that role for a further three-year term.

Carl's unique experience in the intricate and complicated processes of planning, funding and delivery of multibillion-dollar major projects brings valuable insight to decision makers and governments around the world. He has been a keynote speaker at workshops, seminars and conferences internationally.

CAPABILITIES

- > Advising on the planning and delivery of public, privately funded or PPP major infrastructure and resources projects
- > Assessing business development opportunities in new and emerging international markets particularly
- > Building and leading cohesive and effective teams in the private and public sectors for the growth of profitable new business opportunities as well as the development of policies and programmes
- > Providing high level expertise in government relations, bureaucracy, policies and handling of stakeholders and media
- > Coaching and mentoring executives and leaders
- > Delivering keynote addresses on the subject of 'Successfully planning, funding and delivering major infrastructure projects
- > Crisis management

QUALIFICATIONS

- > The Australian Company Director's Course, Sydney NSW Australia (2011)
- > Coaching in Action Course, Newfield College, Melbourne VIC Australia (2011)
- > The College of Law, Sydney NSW Australia (1982)
- > B.A., LL.B.(Hons), Macquarie University, Sydney NSW Australia (1981)

INDUSTRY ASSOCIATIONS

- > Deputy Chair, Australian Institute for Commercial Recovery (Dec 2017 – present)

PROFESSIONAL EXPERIENCE

WorleyParsons, Sydney NSW Australia

Director, International Business Development, Advisian

2014 – 2015 (1 year)

International Business Director, Infrastructure & Environment

2012 – 2014 (2 years)

These have been strategic business development roles providing advice to the business on major pursuits and opportunities in Africa and Latin America, engaging at a high level with government, regulators and clients, as well as with potential local business and technical partners.

Also chaired the WorleyParsons 'East Africa Steering Committee' and the 'China Investment in Africa Steering Committee'.

Evans & Peck, Sydney NSW Australia

Principal | Business Advisory Leader

2007 – 2011 (4 years)

Advised, coached and mentored senior level executives and decision makers through the process of getting major infrastructure projects and policy initiatives approved.

Established and lead the Sydney office Business Advisory team from 2008, building the team from eight to 20 consultants and tripling revenue over a three year period. The team of consultants provided pragmatic strategic advice and project and business solutions to clients who develop, operate and maintain physical assets in the infrastructure and resources sectors, bringing collective commercial and technical insights and wisdom to complex situations.

Co-authored a detailed paper *Delivering Motorways for Sydney* outlining alternative models for the funding and delivery of \$25b of new motorways in Sydney, Australia.

Government of NSW Australia

Highlights ministerial and parliamentary roles

1990 – 2007 (17 years)

Member for Smithfield	1990 – 2007
Minister	1995 – 2006
Minister for Roads	1996 – 2005
Minister for Transport	1997 – 2003
Minister for Housing	2003 – 2005
Minister for Police	2005 – 2006
Leader of the House	2003 – 2006

Key accomplishments

- > Planned, coordinated and delivered a 12-year plan for road, rail and ports transport for the State of New South Wales and for Sydney, setting out priorities and funding for road and rail freight corridors, urban motorways, rail lines and new port facilities
- > Led, managed, coordinated and held to account 10 separate CEO's and their respective organisations and senior executives in relation to the delivery of infrastructure projects and development of policies

- > Managed and was accountable for annual expenditure of approximately \$6b and total staff of approximately 30,000 people
- > Managed all significant communications and media issues
- > Coordinated high level stakeholder concerns and issues relating to the effective and successful delivery of major projects, programmes and policy reforms
- > Initiated, planned and implemented infrastructure projects across NSW including over A\$5b of privately funded motorway projects
- > Led, coordinated and built team capacity required to deliver major capital works valued at over A\$10b
- > Planned and delivered transport for the Sydney 2000 Olympics

Solicitor

1983 – 1990

- > Henshaws Solicitors – Liverpool (commercial litigation) 1988 to 1990
- > Helliars Solicitors – Parramatta (commercial conveyancing) 1987 to 1988
- > Phillip Goldman and Co. – Fairfield (general practice) 1983 to 1987

MAJOR PROJECTS EXPERIENCE

- > Five new Motorways in Sydney, four of which were delivered by PPP:
 1. Eastern Distributor (\$800m)
 2. Cross City Tunnel (\$1b)
 3. M7 (\$1.5b)
 4. Lane Cove Tunnel (\$1b)
 5. M5 East (\$800m)
- > 40 km of 'bus only' roadway in Western Sydney
 - Liverpool to Parramatta Bus Only Transit Way (\$300m)
 - Parramatta to Rouse Hill Bus Only Transit Way (\$500m)
- > 4 regional freeways along the coast of Northern New South Wales
- > Epping to Chatswood Rail Tunnel (\$2.3b)
- > Bonnyrigg Social Housing PPP involving demolition of Department of Housing homes and rebuilding a new public/private community (\$750m)
- > 200 New Millennium train carriages for the City Rail Network (\$220m)
- > Extension of the Sydney Light Rail System (\$40m)
- > Installation of security system across all City Rail 306 stations, including camera, high intensity lights, help points, security guards and warrant police (\$100m)

STAKEHOLDER AND ISSUE MANAGEMENT EXPERIENCE

The planning, funding and delivery of every infrastructure project comes with challenging stakeholder requirements and difficult issues, which require considered discussion and high level engagement to achieve the desired results.

In managing major infrastructure projects for the NSW Government for over 12 years:

- > Developed significant skills and experience in managing and overcoming planning, community concerns, financing, political and media challenges
- > Coordinated and resolved all high level policy challenges and stakeholder issues

- › Strong capability in crisis management and social licensing

MAJOR EVENT EXPERIENCE

The 2000 Sydney Olympics

As Minister for Transport and Roads in the 3 years leading up to the 2000 Sydney Olympics, was responsible for successfully planning, coordinating and delivering of rail, bus and road transport during the Olympics for passengers, spectators, athletes and the wider Olympic family.

This included:

- › Ensuring completion of Olympic transport infrastructure such as train and bus station upgrades, as well as the construction of two dedicated transport management centres – one for rail and the other for traffic and emergency services
- › Developing and implementing crowd control and spectator/passenger flow plans, in and around transport collection and drop-off points
- › Enhancing reliable maintenance of track and trains to minimise risk to rail performance
- › Scheduling spare capacity of train drivers, buses and bus drivers
- › Strengthening emergency response capacity for road accidents, derailments or broken down rolling stock or buses
- › Preparing and consistently delivering a narrative to the public about challenges of using motor vehicles during the games and the need to use public transport
- › Ensuring all transport agencies had effective Olympic Plans in place and deliver against those plans
- › Developing proper fatigue management systems to ensure that command and control personnel were not impaired in their decision making processes in the event of emergencies
- › Ensuring effective crises response systems were in place to deal with any unexpected crisis

GOVERNANCE EXPERIENCE

- › Established the office of Coordinator General of Rail to deal with and resolve significant rail performance issues to ensure effective and efficient rail performance during the Sydney 2000 Olympics; selected the Coordinator General and oversaw the appointment of staff working closely with them to improve rail performance
- › Abolished the 100 year old Maritime Services Board and replaced it with three separate Port Corporations for Sydney, Newcastle and Port Kembla; appointed each CEO, Chairman and Board member and oversaw the appointment of all senior staff
- › Responded to the inability of Senior State Rail Authority Management to properly focus on the delivery of major capital works by creating the Parramatta Rail Link Company; appointed the CEO, oversaw the appointment of senior staff and reviewed and approved its terms of operation responsible for delivering the Parramatta to Chatswood Urban Rail Tunnel in two tranches, with the first being the \$2.3b Epping to Chatswood Link opening in 2008
- › Established Project Control Groups for all major projects and held them to account for the successful delivery of each project and built and supported the teams required to ensure this on each project
- › Appointed a number of CEO's and chairmen of State-owned corporations, authorities and departments giving them direction and objectives, and holding them accountable for respective deliveries
- › Liaised closely and effectively within Government generally and with the Cabinet in particular to enable successful approval, funding and delivery of approximately \$5b worth of public infrastructure