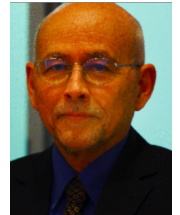

PAUL HINKLEY

BE, CMC, AMIPM

Professional Profile



I am an independent international project management consultant, based in Brisbane. I started my career as a professional civil and structural engineer.

I have over 40 years of accomplished leadership and consulting experience in a diverse range of building, engineering, infrastructure, local government and IT projects in Queensland, Victoria, New South Wales, Japan, Canada, Vietnam, UAE and UK. My experience includes:

- major and small project direction and management, advice and delivery
- developing transaction and project strategies
- developing quality management systems
- evaluating, planning and developing project systems
- project contract documentation and negotiation
- project start-up, recovery and trouble-shooting
- construction site management and contract administration
- complex contract claims analysis.

Brisbane office: 4 / 57 Gladstone Road, Highgate Hill Qld 4101 Australia

Administration address: PO Box 475 Patterson Lakes, Vic 3196 Phone +61 408 326 359

Email: Meta.consultants@bigpond.com

I was Project Director for Cbus Property and Currie & Brown for the 1 William Street Brisbane from 2013 to 2017. Before that I was the Project Director for GPT and Sweett Group of the One One One Eagle Street Brisbane project from 2007 to 2013. These are two of the most challenging and prestigious office development projects undertaken in Australia in this decade.

My private sector clients have ranged from small private developers and contractors to public and large companies such as GPT the largest property trust in Australia, Mitsui Fudosan, the second largest developer in Japan, as well as Abigroup Contractors, Linfox and the Victoria Teachers Credit Union.

Public sector clients include ACT Health, NSW Health, Queensland Transport, Queensland Coordinator-General, Renewal Energy Authority Victoria and the Melbourne Docklands Authority. Clients in the local government sector include Ipswich City Council, Yarra Ranges Shire Council and other councils.

I also deliver strategic business planning and organisational development consultancies in the project industries sector, and using my second qualification as a psychologist designs and delivers leadership development programs.

I trade as META Consultants Pty Ltd.



Cbus Property

1 William Street Project, Brisbane



My role from 2013 to 2017:

Project Director for Cbus Property:

- Leadership of team of 3-4 project managers
- Negotiation of Design Team Consultancy Agreements
- Development of Modified AS4300 Contract Conditions in consultation with client and legal advisers (Gaden Lawyers)
- Review of Contractors Management Plans
- Review of Safety Management System
- Development of a robust Quality Management System in collaboration with the client and D&C contractor
- Evaluation of typical-floor cycle
- Senior Contract Supervisor role
- Comprehensive monthly reporting to client and financiers
- Handover to permanent building management staff

* Subconsultant to Sweett Group acquired by Currie & Brown

Accomplishments:

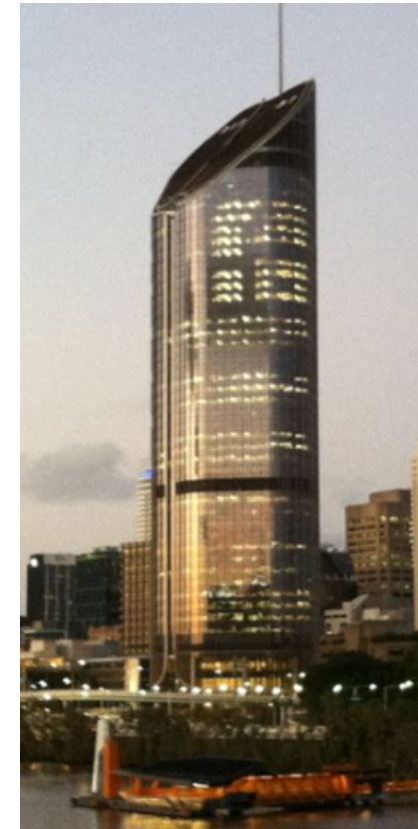
- Development and project management rated by Cbus Property senior management as the 'best so far' and a benchmark for future projects
- Facilitation of the most robust Contract Conditions used by Cbus Property to date
- Successful resolution of most complex contractual issues to satisfaction of all parties
- Minimal team and interpersonal conflict issues

Commendations available from:

- Cbus Property Pty Ltd
- Multiplex Contractors Pty Ltd, Queensland

Project Description:

- 40 levels of A-grade office accommodation, 3 levels of Basement car-parking, 2 major plantrooms
- Green Star Target: 5-star ESD rating
- Completed development: over \$600 million



The GPT Group

One One One Eagle Street Project, Brisbane



My role from 2007 to 2013:

Project Director for GPT:

- Leadership of team of 3-4 project managers
- Project start-up
- Development of procurement strategy
- Evaluation of tender Expression of Interest submissions
- Negotiation of Design Team Consultant Agreements
- Development of Modified AS4300 Contract Conditions in consultation with client and legal advisers (Allen Arthur Robinson)
- Preparation of RFT documents
- Calling and evaluation of tenders
- Negotiation of contract award with Preferred Tenderer (Leighton Contractors)
- Facilitation of complex Adjoining Land Owners issues
- Review of Contractors Management Plans
- Evaluation of typical-floor cycle (fig-tree structure)
- Independent Certifier Report
- Independent Review program
- Handover to permanent project management staff
- Preparing Independent Certifier's reports for financiers

* Subconsultant to Burns Bridge Sweett

Accomplishments:

Turned client satisfaction levels around from very dissatisfied to 'very satisfied':

Satisfactory resolution of complex contractual issues and project trouble-shooting

- EoI report rated by GPT as "excellent"
- Facilitation of the most robust Contract Conditions used by GPT to date
- Delays in pre-construction program arrested
- Feedback for effective team leadership and mentoring.

Commendations available from:

- GPT, Martin Place, Sydney
- Leighton Contractors Pty Ltd, Queensland

Project Description:

- 44 levels of Premium-grade office accommodation, 6 levels of Basement car-parking
- Green Star Target: 6-star ESD rating
- Probably the most challenging commercial building project to be undertaken in Australia with an innovative fig-tree structure.
- Completed development: over \$600 million
- Non-conventional Going-up & Top-down construction



ROYAL NORTH SHORE HOSPITAL Research and Education Building Project

NSW HEALTH

My role from September 2006 to July 2007:

Start-up project management*:

- Development of procurement strategy
- Negotiation of Design Team Consultant Agreements
- Development of Special Contract Conditions in consultation with client and legal advisers
- Preparation of RFT documents, calling and evaluation of tenders, negotiation of contract award with Preferred Tenderer
- Negotiation of Guarantee Construction Sum (GCS) Stages 1 and 2 with Contractor (Bovis Lend Lease)
- Negotiations with third-party financier
- Oversight of early User Consultation
- Oversight of Design Management & value management
- Resolution of PPP issues with the \$1b. RNSH project
- Handover to permanent project management staff



Accomplishments:

Client satisfaction levels turned around from dissatisfied to 'very satisfied':

- Letter of contract award issued on super-critical milestone deadline
- Contract completed ahead of program
- Contract disputation between NSW Health and Contractor reported as "none" (as of June 2008)
- High scientist/user satisfaction.

Commendations available from:

- David Gates, Director, Capital Works, NSW Health
- John Armstrong, NSW Health, Major Projects Office
- Jo Thorley, previously Director, Burns Bridge Health, Sydney



Project Description:

- World-class Research and Education facility for over 300 scientists and teaching staff, Basement plus 11 levels, value \$90 million
- Managing Contractor GC21 Contract required for fast-track design and construction to clear site for the \$900 million PPP project.

MITSUI FUDOSAN LTD
Tokyo Midtown Project
TQPM System



My role from 2000 to 2003:

Contract Documentation:

- Development of procurement strategy
- Negotiation of Specialist Consultant Agreements
- Development of Special Contract Conditions in consultation with client and advisers
- Drafting of International Consultant and Contract Documentation
- Preparation of RFP and Request For Bid documents.

TQPM Consultancy:

- Design of TQPM System for development of over 7,000 per year prestige apartments in Tokyo and Yokohama

Accomplishments:

Client satisfaction 'very satisfied':

- Three repeat consultancies

Commendations available from:

- Nick Nakamura (Consultant, ex-Bechtel & Mitsui)
- H. Kiyano, Senior Executive, Mitsui Fudosan Urban Development Division.

Tokyo Midtown Project, Roppongi

- 5 premium-grade commercial office buildings, including 46-level tower
- 4 levels of basement carparking and plantrooms,
- Value USD 1.5 billion.

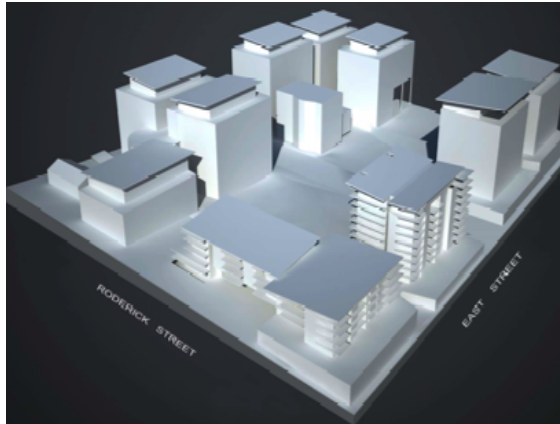


IPSWICH CITY COUNCIL HQ Precinct Concept Master Plan

My role November 2007 to September 2008:

Leader, consultancy project management*:

- Development of consultancy strategy and drafting RFT proposal
- Negotiation and administration of Team Consultant Agreements
- Leadership and coordination of consultancy
- Leadership of presentations to Executive Management Team
- Development of Project Evaluation methodology
- Preparation and presentation of draft report.



Project Description:

- Planning and analysis of Council HQ accommodation to the year 2031
- Planning and evaluation of a mixed-used development of the HQ Precinct, two significant blocks of the Ipswich CBD.
- Completed value \$380 million.

Paul Hinkley's accomplishments:

- Client satisfaction level: 'very satisfied'
- Report delivered on time and ahead of budget.

Commendations available from:

- Ipswich City Council



LOCAL GOVERNMENT PROJECTS

While most of my 40 years of experience has been with major projects of \$50 million to \$1billion for clients such as GPT, Cbus Property and NSW Health, I also have had extensive experience with small-medium complex projects.

Experience with Local Government projects includes:

- Re-development feasibility study of Administration Precinct, Ipswich City Council (previously outlined)
- Aquatic Centre, completion project management after builder bankruptcy, Shire of Yarra Valley
- Agnes Water and 1770 water argumentation feasibility study
- West Beach Bathing Pavilion Development, City of Brighton, project development
- Various rural road reconstruction projects for shire councils in NSW funding reviews

I also have had experience with reviewing National Disaster Recovery Projects on behalf of the Commonwealth Government.



Yarra Aquatic Centre, Shire of Yarra Valley



West Beach Bathing Pavilion, St Kilda

PROJECT ADVISORY & CONSULTING HIGHLIGHTS

Further project consulting highlights, 1982 to date:

- Re-organization and re-start of the ACT Health Capital Upgrade Program
- Review of the effectiveness of program management, Queensland Transport and further advice on the establishment of the Translink Transit Authority
- Establishment of South East Queensland Infrastructure Program Management Office for the Queensland Coordinator-General with Arup and Burns Bridge Transactions (now Peron Group)
- Design Management of Al Badie General Hospital, Abu Dhabi
- Facilitation of Strategic Business Planning and Business Development programs for project management, construction, engineering, IT, telecommunication and manufacturing companies, together with organizational development and leadership training (10 assignments)
- Evaluation of Facilities Management and Project Management software systems
- Long-term accommodation planning for the Victoria Teachers Credit Union
- Providing expert opinion and reports for major complex project claims for building and engineering projects, in particular using computerised modelling.
- Design and project management of software development, including the Project MISSION software, and other related IT projects
- Conducting Client Satisfaction Surveys for 5 project management, construction and engineering companies
- Review of the organisational structure and effectiveness for one of the largest defence projects in Australia, the JORN over-the-horizon radar project, and implementation of program management for Telstra.
- Facilitating the business development of start-up software and technology companies including, marketing, business planning and venture capital funding.
- Implementing and developing IBM System 36 and AS/400 financial and project management systems for two construction companies.
- Developing an Industry Training Plan for the building and construction industry for the National Building and Construction Industry Training Council.
- Facilitating an innovative Enterprise Agreement Program for a construction company and supported by the Department of Industrial Relations.

EARLY CAREER

Project Manager, Hooker-Cockram, 1980-81:

Responsible for contract delivery of Epworth Hospital, Stage 2, construction and refurbishment of a complex 230-bed and medical centre project. This included supervision of a worksite of about 100 personnel and 30 subcontractors.

Senior Consultant, McLachlan Group Pty Ltd, 1976-80:

Project Management Consultant responsible for trouble-shooting, establishing and maintaining information systems for major complex multidisciplinary projects, in particular Collins Place for ANZ and AMP, as well as project claims analysis.

Project Engineer, Civil and Civic Pty Ltd, 1974-76:

Responsible for planning, construction techniques, quality, cost and time control of Nauru House structure of 52 levels, and other major projects.

Planning Engineer, John Laing and Son Ltd, Canada and UK, 1972-73:

Responsible for planning, expediting and design coordination of a major shopping centre project. Also Site Engineer for a major office development in the London Central Business District.

Consulting Engineer, G E Crippen and Associates Ltd, Canada, 1969-71:

Engineering research and design of major hydraulic and hydroelectric projects, including world-class Mica Dam and Peace River Projects.

Cadet Engineer, New South Wales Department of Public Works, 1967-69:

Responsible for supervising design and construction of flood mitigation, water supply, sewerage, rural roads, municipal and coastal works.

Qualifications and Affiliations

Bachelor of Engineering (Civil & Structural)

Chartered Management Consultant, Institute of Management Consultants Australia

AHRPA Registered Psychologist

Founding Member, Australian Institute of Project Management