|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Sydney Ocean Outfall Tunnels (3 No.) | Three | D&C | NSW | 1988 | 1990 | Sydney Metropolitan Water, Sewerage & Drainage Board | Costain/Jacobs Associates  | $22m | NK |
|  | Warragamba Dam Upgrade | Three | Construct only | NSW | 1988 | 1990 | Sydney Metropolitan Water, Sewerage & Drainage Board | Concrete Constructions | $22m | Max McDougall |
|  | Sydney Airport, Third Parallel Runway | Three | D&C | NSW | 1988 | 1991 | Federal Airports Corporation | Bilfinger+Berger-Baulderstone Hornibrook JV | >$210m | Ken Hinds |
|  | Dandelup Dam | Three | Construct only | WA | 1991 | 1993 | WA Water Authority | McMahon Construction | $35m | Max McDougall |
|  | Sydney Airport, International Terminal Upgrade | Three | D&C | NSW | 1998 | 2000 | Sydney Airport Corporation  | Bovis Lend Lease | $105m | Ron Finlay  |
|  | Harvey Dam | Three | Construct only | WA | 2000 | 2002 | Water Corporation of WA | Leighton Contractors | $50m | Max McDougall |
|  | Burrup Fertiliser Plant  | Three | EPC | WA | 2002 | 2003 | Burrup Fertilisers  | SNC - Lavalin (S.A.) Inc | >$140m | NK |
|  | Ross River Dam | Three | Semi-Alliance/ Construct only | QLD | 2006 | 2008 | North Queensland Water/Townsville City Council | John Holland/McMahon JV | $94m | Ron Finlay  |
|  | Ipswich/Logan Motorway Interchange | Three | D&C | QLD | 2006 | 2009 | Queensland Main Roads | Leighton Contractors | $240m | Graham Easton  |
|  | Second Gateway Bridge/Gateway Motorway Upgrade  | Three | DC&M | QLD | 2006 | 2010 | Queensland Motorways  | Leighton Contractors/Abigroup JV | $1,700m | Graeme Peck |
|  | City West Cable Tunnel | Three | Construct only | NSW | 2007 | 2009 | Energy Australia | Thiess Contractors  | $70m | NK |
|  | Sydney Desalination Plant | Three | DBOM | NSW | 2007 | 2010 | Sydney Water Corporation | Blue Water Joint Venture (John Holland/Veolia) | $1,003m | George Golvan QC |
|  | Port Botany Expansion  | Three | D&C | NSW | 2008 | 2011 | Sydney Ports Corporation | Baulderstone Hornibrook/Jan de Nul JV | $560 m | John Tyrril |
|  | Adelaide Desalination Plant  | Three | (i) D&C (ii) O&M | SA | 2009 | 2011 | SA Water Corporation | Adelaide Aqua Consortium | $1,800m | Patrick O’Sullivan |
|  | Townsville Waste Water Upgrade Program | Three | Competitive ECI, Construct only | QLD | 2009 | 2011 | Townsville City Council | Baulderstone  | $226m | Ron Finlay  |
|  | New Outer Suburban Rail Cars, Stage 3 | Three | Design, Build and Commission – Cost Reimbursable | NSW | 2009 | 2012 |  Rail Corporation of NSW | United Group Rail Services  | $440m | John Tyrril |
|  | Pacific Highway Motorway – Loganlea to Daisy Hill  | Three | D&C | QLD | 2009 | 2012 | Department of Transport & Main Roads | Bielby-Hull-Albem JV | $260m | Alan McLennan  |
|  | Bruce Highway Cooroy to Curra – Section B Earthworks  | Three | Construct only | QLD | 2009 | 2010 | Department of Transport & Main Roads | Abigroup  | $105m | Graham Easton |
|  | Digital Train Radio System | Three | Design, Supply, Install & Commission | NSW | 2010 | 2017 | Transport for NSW | United Group Infrastructure  | $250m | Graeme PeckBarry Tozer |
|  | Townsville Mall Upgrade  | One  | Construct only | QLD | 2010 | 2012 | Townsville City Council | Watpac  | $40m | Ken Casley |
|  | Liverpool Turnback Project | Three | Management Contract | NSW | 2010 | 2014 | Transport for NSW | John Holland  | $100m | Tim Sullivan  |
|  | Ross River Bridge Duplication, Townsville  | One  | D&C | QLD | 2010 | 2011 | Department of Transport & Main Roads | Abigroup/Seymour Whyte JV | $75m | Alan McLennan  |
|  | Bruce Highway Cooroy to Curra – Section B Pavements | Three | Construct only | QLD | 2011 | 2012 | Department of Transport & Main Roads | CMC/Pioneer/Downer JV | $65m | Alan McLennan  |
|  | Legacy Way (Northern Link) Tunnel  | Three | DC&M | QLD | 2011 | 2015 | Brisbane City Council | Transcity JV (Acciona/BMD/Ghella) | $1,680m | Ron Finlay  |
|  | South West Rail Line – Glenfield to Leppington | Three | D&C | NSW | 2010 | 2013 | Transport for NSW | John Holland  | $600m | Graeme Peck  |
|  | Townsville Inner Harbour Expansion  | One  | DC&M | QLD | 2011 | 2012 | Port of Townsville   | Seymour Whyte/Smithbridge JV | $125m | Graham Easton  |
|  | Auburn Stabling Project | Three | D&C | NSW | 2011 | 2014 | Transport for NSW | Laing O'Rourke | $75m | Barry Tozer  |
|  | Bruce Highway – Cardwell Range Widening  | One  | D&C Competitive Alliance | QLD | 2011 | 2013 | Department of Transport & Main Roads | Abigroup | $150m | Alan McLennan  |
|  | Bruce Highway – Cooroy to Curra – Section B Package 4  | One  | Construct only | QLD | 2011 | 2013 | Department of Transport & Main Roads | Abigroup | $75m | Ken Casley |
|  | City East Cable Tunnel | Three | Construct only | NSW | 2012 | 2014 | Ausgrid | Thiess Contractors  | $150m | NK |
|  | Pacific Motorway GUSBUS Project  | One  | D&C  | QLD | 2012 | 2014 | Department of Transport & Main Roads | Abigroup/Lendlease Engineering | $75m | Alan McLennan  |
|  | Sydney Light Rail – Inner West Rail Extension | Three | D&C | NSW | 2012 | 2015 | Transport for NSW | John Holland  | $95m | Graeme Peck |
|  | Wynyard Walk (Tunnel/Bridge) | Three | D&C | NSW | 2012 | 2017 | Transport for NSW | Thiess  | $160m | Graham Easton  |
|  | Gosford Passing Loop | Three | D&C | NSW | 2012 | 2015 | Transport for NSW | Downer EDI | $90m | John Tyrril  |
|  | Pacific Highway Upgrade – Sapphire to Woolgoolga | Three | D&C | NSW | 2012 | 2015 | Roads & Maritime Services | Leighton/Fulton Hogan JV | $640m | Graeme Peck |
|  | Pacific Highway Upgrade – Nambucca Heads to Urunga | Three | D&C | NSW | 2013 | 2015 | Roads & Maritime Services | Abigroup | $460m | Graham Easton  |
|  | Pacific Highway Upgrade – Frederickton to Eungai | Three | D&C | NSW | 2013 | 2016 | Roads & Maritime Services | Thiess Contractors  | $450m | Graeme Peck |
|  | Pacific Highway Upgrade – Tintenbar to Ewingsdale  | Three | D&C | NSW | 2013 | 2016 | Roads & Maritime Services | Baulderstone | $550m | Graham Easton  |
|  | Sydney Metro Northwest – Tunnels and Stations (TSC) | Three | D&C | NSW | 2013 | 2016 | Transport for NSW | Thiess-John Holland-Dragados JV | $1,150m | Ron Finlay  |
|  | Brisbane Airport New Parallel Runway Dredging Contract  | Three | D&C | QLD | 2013 | 2015 | Brisbane Airport Corporation  | Jan de Nul | $360m | Alan McLennan  |
|  | Sydney Metro Northwest Structures – Viaduct and Civils (SVC)  | Three | D&C | NSW | 2013 | 2017 | Transport for NSW | Salini Impregilo JV | $460m | Ron Finlay |
|  | RMS Stewardship Maintenance Contract, Western Region | One | Maintenance | NSW | 2013 | 2021 | Roads & Maritime Services | DM Roads | >$500m | Ron Finlay |
|  | RMS Stewardship Maintenance Contract, Southern Region | One | Maintenance | NSW | 2013 | 2021 | Roads & Maritime Services | Ventia, Boral Construction Materials & Amey Australia | >$500m | Ron Finlay |
|  | Moreton Bay Rail Link  | One  | D&C | QLD | 2013 | 2015 | Department of Transport & Main Roads | Thiess | $600m | Ken Casley  |
|  | Australian Embassy, Jakarta | One | Construct only | Indonesia | 2013 | 2015 | Department of Foreign Affairs & Trade | PT Leighton Contractors Indonesia/PT Total Bangun Persada (LTJO) | $250m | Tim Sullivan  |
|  | Pacific Highway Upgrade – Warrell Creek to Nambucca Heads | Three | D&C | NSW | 2013 | 2017 | Roads & Maritime Services | Acciona/Ferrovial JV | $560m | Don Charrett  |
|  | Pacific Motorway – Worongary to Mudgeeraba  | One  | Construct only | QLD | 2013 | 2014 | Department of Transport & Main Roads | CMC/Downer JV | $60m | Alan McLennan  |
|  | Pacific Highway Upgrade – Kundabung to Kempsey | One | Construct only | NSW | 2014 | 2017 | Roads & Maritime Services | McConnell Dowell/OHL JV | $165m | Ron Finlay  |
|  | Pacific Highway Upgrade – Oxley Highway to Kundabung | Three | D&C | NSW | 2014 | 2016 | Roads & Maritime Services | Lendlease Engineering | $583m | John Tyrril |
|  | Princes Highway – Foxground and Berry Bypass | Three | D&C | NSW | 2014 | 2017 | Roads & Maritime Services | Fulton Hogan | $390m | Alan McLennan  |
|  | Pacific Highway Upgrade – Woolgoolga to Halfway Creek  | One  | Construct only | NSW | 2015 | 2017 | Roads & Maritime Services | OHL/York JV | $260m | Steve Goldstein  |
|  | Sydney Light Rail – CBD and Eastern Suburbs | Three | PPP (D&C component) | NSW | 2015 | 2019 | Transport for NSW | ALTRAC (Acciona, Alstom, Transdev JV) | $1,600m D&C component  | Robert Fenwick Elliott-Elliott / Doug Jones  |
|  | Northern Beaches Hospital Road Connectivity and Network Enhancement  | Three | D&C | NSW | 2015 | 2018 | Roads & Maritime Services | Ferrovial /York JV | $330m | Barry Tozer  |
|  | Pacific Highway Upgrade – Woolgoolga to Ballina  | One  | Delivery Partner Contract | NSW | 2015 | 2019 | Roads & Maritime Services | Pacific Complete (Laing O'Rourke/WSP JV) | $400m (Delivery Partner Contract) | Graham Easton  |
|  | NorthConnex – M1 and M2 Connection | Three | PPP (D&C component) | NSW | 2015 | 2019 | Transurban | Lendlease Engineering/Bouygues Construction Australia JV | $2,650m D&C component  | Chris Lock / John Tyrril  |
|  | Sydney Metro Northwest – Operations, Trains and Systems (OTS) | Three  | PPP (D&C component) | NSW | 2015 | 2019 | Transport for NSW | NRT as SPV | >$8,000m | Ron Finlay  |
|  | Peak Downs Highway – Mackay Eton Range Section  | One  | Construct only | QLD | 2016 | 2017 | Department of Transport & Main Roads | Fulton Hogan | $150m | Andrew King  |
|  | Optus Mobile Network Roll-Out  | One  | D&C | Australia  | 2016 | 2017 | Optus Mobile | Vision Stream | $750m | Ron Finlay  |
|  | Pacific Highway Upgrade – Halfway Creek to Glenugie  | Three  | Construct only | NSW | 2016 | 2017 | Roads & Maritime Services | CMC  | $120m | Steve Goldstein  |
|  | Kingsford Smith Drive Upgrade  | Three | D&C | QLD | 2016 | 2020 | Brisbane City Council | Lendlease Engineering | $460m | Alan McLennan  |
|  | The Northern Road Stage 3 | One  | D&C | NSW | 2016 | 2018 | Roads & Maritime Services | Lendlease Engineering | $150m | Graham Easton  |
|  | Gateway Motorway Upgrade North Project  | Three | D&C | QLD | 2016 | 2017 | Department of Transport & Main Roads | Lendlease Engineering | $1,000m | Graham Easton  |
|  | Pacific Highway Upgrade – Harwood Island Bridge  | One  | D&C | NSW | 2016 | 2018 | Roads & Maritime Services | Acciona/Ferrovial JV | $220m | Don Charrett  |
|  | Clarence River Bridge, Grafton  | One  | D&C | NSW | 2016 | 2019 | Roads & Maritime Services | Fulton Hogan | $80m | Alan McLennan  |
|  | Brisbane Airport – Dryandra Road and Underpass   | One  | Construct only | QLD | 2017 | 2018 | Brisbane Airport Corporation  | McConnell Dowell | $110m | Alan McLennan  |
|  | Bruce Highway – Caloundra Road to Sunshine Motorway  | One  |  ECI – D&C | QLD |  2017 | 2019 | Dept of Transport & Main Roads | Fulton Hogan/Seymour Whyte JV | $800m | Derek Skinner |
| 1.
 | Mackay Ring Road – Stage 1 | Three |  Construct only | QLD | 2017 |  2020 | Dept of Transport & Main Roads | CPB Contractors |  >$300m | Terry Hill  |
|  | Social and Affordable Housing – 375 homes | Three |  BOO | NSW | 2017 | 2020 | Family and Community Services | BaptistCare NSW  | >$500m | Graham Easton  |
|  | Social and Affordable Housing – 600 homes | Three |  BOO | NSW | 2017 | 2020 | Family and Community Services | Compass Housing Services | >$250m | Tim Sullivan  |
|  | Social and Affordable Housing – 300 homes | Three |  BOO | NSW | 2017 | 2020 | Family and Community Services | SGCH Sustainability  | >$250m | Joanne Evans |
|  | Social and Affordable Housing – 500 homes | Three | BOO | NSW | 2017 | 2020 | Family and Community Services | St Vincent de Paul Housing | >$400m | Joanne Evans  |
|  | Social and Affordable Housing – 300 homes | Three | BOO | NSW | 2017 | 2020 | Family and Community Services | Uniting | >$250m | Tim Sullivan  |
|  | Pacific Highway Upgrade – Richmond River Bridge  | One  |  D&C |  NSW | 2017 |  2019 | Roads & Maritime Services | Lendlease Engineering | $130m | Steve Goldstein  |
|  | Pacific Highway Upgrade – Sections 10 and 11  | One  | Construct only | NSW | 2017 | 2019 | Roads & Maritime Services | Lendlease Engineering | $207m | Steve Goldstein  |
|  | Pacific Highway Upgrade – Sections 7, 8 and 9  | One  |  Construct only |  NSW | 2017 | 2020 | Roads & Maritime Services | CPB Contractors | $460m | Barry Tozer |
|  | Pacific Highway Upgrade – Section 4  | One  |  Construct only |  NSW | 2017 |  2019 | Roads & Maritime Services | BGC Contractors | $111m | Ron Guthrie  |
|  | Pacific Highway Upgrade – Section 3  | One  | Construct only | NSW | 2017 | 2019 | Roads & Maritime Services | Seymour Whyte | $218m | Derek Skinner  |
|  | Sydney Metro Stage 2 – Tunnels and Stations Excavation (TSE) | Three |  D&C |  NSW | 2017 |  2020 | Transport for NSW | John Holland-CPB-Ghella JV | >$3,000m | Ron Finlay  |
|  | Brisbane Airport - New Second Runway | Three |  D&C | QLD | 2017 |  2020 | Brisbane Airport Corporation  | CPB / BMD JV  | $800m | Alan McLennan  |
|  | Pacific Highway Upgrade – Section 3 Bridges  | One  | Construct only  | NSW | 2017 | 2020 | Roads & Maritime Services | Seymour Whyte  | $70m | Derek Skinner  |
|  | Pacific Highway Upgrade – Section 6  | One  | Construct only | NSW | 2017 | 2019 | Roads & Maritime Services | BMD | $100m | Steve Goldstein  |
|  | Pacific Highway Upgrade – Northern Bridges and Shark Creek | One  | Construct only | NSW | 2017 | 2019 | Roads & Maritime Services | BMD | $70m | Steve Goldstein  |
|  | Pacific Highway Upgrade – Sections 5, 6, 8 and 9 Bridges  | One  | Construct only | NSW  | 2017 | 2019 | Roads & Maritime Services | Bielby-Hull-Albem JV | $120m | Alan McLennan  |
|  | Pacific Highway Upgrade – Project Wide Piling  | One (Ad Hoc) | Construct only | NSW | 2016 | 2019 | Roads & Maritime Services | AFS (Bachy Soletanche) | $80m | Ian McIntyre  |
|  | Princes Highway – Albion Park Rail Bypass  | Three | D&C | NSW | 2018 | 2021 | Roads & Maritime Services | Fulton Hogan  | $400m | Barry Tozer |
|  | Princes Highway – Batemans Bay Bridge  | One  | D&C | NSW | 2018 | 2021 | Roads & Maritime Services | John Holland | $170m | Steve Goldstein  |
|  | Moorebank Intermodal Project | One  | Development Deed (BOO) | NSW  | 2017 | 2025 | Moorebank Intermodal Co. | Qube (PDC) | >$120m | Graham Easton  |
|  | Rozelle Interchange/ WHT Southern Tunnel Works – M4 and M5 Connection  | Three | D&C |  NSW  | 2019 | 2025 | Roads and Maritime Services | John Holland/CPB JV |  >$5,000m | Steve Goldstein  |
|  | Snowy Hydro 2.0 Project | Three |  FIDIC (D&C) |  NSW  | 2019 | 2025 |  Snowy Hydro Limited | Salini Impregilo/Clough Projects/Lane Corporation JV |  >$4,600m | Ron Finlay  |
|  | Sydney Metro North West OTS D&C  | Three | D&C  |  NSW  | 2019 |  2020 |  CPB/John Holland JV | MTR/UGL Rail Services JV |  >$100m | Steve Goldstein  |
|  | Parramatta Light Rail – Infrastructure  | Three  | D&C |  NSW  | 2019 |  2022 | Transport for NSW | CPB/Downer EDI JV |  >$800m | Tim Sullivan |
|  | Parramatta Light Rail (PPP)  | One  | PPP | NSW  | 2019 |  2022 | Transport for NSW | Great River City Light Rail  |  >$1,000m | Tim Sullivan |
|  | Megalodon 5G Rollout #1  | One  | D&C | Australia  | 2019 | 2024 | Optus Mobile | Ventia Solutions | >$250m | Ron Finlay  |
|  | Megalodon 5G Rollout #2  | One  | D&C | Australia | 2019 | 2026 | Optus Mobile | CPS Technology and Infrastructure  | >$250m | Ron Finlay |
|  | Megalodon 5G Rollout #4  | One  | D&C | Australia | 2019 | 2024 | Optus Mobile | Lendlease Services | >$250m | Steve Goldstein  |
|  | Colossus – Provisioning and Networks Field Services  | One  | D&C | Australia | 2019 | 2024 | Optus Mobile | Lendlease Services | >$250m | Steve Goldstein  |
| 1.
 | Nowra Bridge - Second Crossing   | One  | D&C | NSW | 2020 | Mid- 2023 | Transport for NSW | Fulton Hogan | >$250m | Derek Skinner |
|  | Toowoomba Second Range Crossing  | Three (Ad Hoc)  | PPP | QLD | 2019 | 2020 | Department of Transport & Main Roads | Acciona/Ferrovial JV | $1,500m | Chris Murdoch |
|  | Gateway Project, Sydney Airport  | Three | D&C | NSW | 2021 | 2023 | Transport for NSW | John Holland/Seymour White JV | $1,600m  | Chris Lock |
|  | Carmichael Rail Line Project  | One  | D&C | QLD | 2020 | 2024 | Adani Coal | BMD | >$500m | John Purcell |
|  | Ipswich Motorway Rocklea to Darra Stage 1 | One (DRA) | Construct only | QLD | 2020 | 2022 | Transport & Main Roads | Bielby/Hull/Albem JV | >$250m | Derek Skinner  |
|  | Cooroy to Curra Section D – Contract 1 | Three | Construct only | QLD | 2021 | 2023 | Transport & Main Roads | Bielby/BMD | $400m | Derek Skinner |
|  | Cooroy to Curra Section D – Contract 2 | Three | Construct Only | QLD | 2021 | 2023 | Transport & Main Roads | CPB Contractors | $300m | Graham Easton |
| 1.
 | Sydney Road Assets Performance (SRAP) Contract – Harbour Zone | One | Relationship Management Contract | NSW | 2021 | 2030 | Transport for NSW | Boral, Lendlease and Tyco (ConnectSydney) | >$500m pa | Phillip Blunden |
|  | Sydney Road Assets Performance (SRAP) Contract – River Zone | One  | Relationship Management Contract | NSW | 2021 | 2030 | Transport for NSW | Fulton Hogan | >$500m pa | Phillip Blunden |
|  | Sydney Road Assets Performance (SRAP) Contract – Parkland Zone and Regional ITS | One  | Relationship Management Contract | NSW | 2021 | 2030 | Transport for NSW | Ventia (LinkingSydney) | >$500m pa | Phillip Blunden |
|  | M6 Motorway Stage 1 | Three  | D&C | NSW | 2021 | 2025(no earlier than 2025) | Transport for NSW | CGU JV, being CPB, Ghella & United | $2.5 billion | Tim SullivanDavid Campbell-WilliamsCraig Walsh(rotating chairs) |
|  | New Bridgewater Bridge | Three  | D&C | TAS | 2022 | 2025 | Dept of State Growth | McConnell Dowell  | >$720m | Graham Easton |
|  | Newcastle Inner City By-Pass (Rankin Park to Jesmond) | One  | Construct only | NSW | 2022 | 2025 | Transport for NSW | Fulton Hogan Construction Pty | >$450m | Barry Tozer  |
|  | Coffs Harbour By-Pass | One | D&C | NSW | 2022 | 2026 | Transport for NSW | Ferrovial Gamuda JV | >$1,300m | Tim O’Hearn |
|  | M1 to Raymond Terrace (Southern Zone) | One | Collaborative D&C | NSW | 2022 | 2025 | Transport for NSW | John Holland / Gamuda | $1,500m | Tim O’Hearn |
|  | M1 to Raymond Terrace (Northern Zone) | One | Collaborative D&C | NSW | 2022 | 2025 | Transport for NSW | Seymour Whyte Constructions  | $600m | Tim O’Hearn |
|  | Indara Infrastructure Services  | One | Master Services Agreement | Australia | 2022 | 2026 | Optus Mobile  | Indara Digital Technology  | >$500m pa | Ron Finlay |
|  | Western Harbour Tunnel (Stage 2) | Three | D&C | NSW | 2022 | 2027 | Transport for NSW | Acciona Construction Australia | $4,240m | Wayne Martin KC |
|  | Archer River Bridge  | Three | Construct Only | Qld | 2023 | 2025 | Dept of Transport & Main Roads (Qld) | McConnell Dowell | $90m | Ron FinlayBen Schnitzerling(rotating chairs) |
| 116. | Singleton Bypass  | One | D&C  | NSW | 2024 | 2026 | Transport for NSW | Acciona Construction Australia | $405m | Phillip Blunden  |
| 117. | Mount Ousley Interchange | One | D&C | NSW | 2024 | 2028 | TfNSW | Fulton Hogan Construction Pty Ltd | $390m  | Chris Lock  |
| 118. | Telecom Towers Rollout  | One | Master Services Agreement | Australia | 2024 | 2028 | Optus Mobile | Amplitel Pty Ltd | **>**$500m per annum | Ron Finlay  |
| 119. | Fitzroy to Gladstone Water Pipeline Project | Three | D&C | QLD | 2024 |  | Gladstone Area Water Board | McConnell Dowell Constructors P/L and BMD Constructions P/L | $715M | Jennifer McVeigh |
|  |  |  |  |  |  |  |  | **Total Contract Value: (Approx.)** | **>$76.3****billion** |  |