

Who we are, what we do.



Real people, making a real difference, in our communities.

Our people come to work each day to help our clients envision, develop, deliver and optimise the infrastructure that underpins happy communities. We take pride in enabling healthy, inclusive and sustainable communities, where everyone can thrive.

Quadruplet.
Spreadsheet
Wrangler.



Former Space
Cadet (literally!).
Financial Analyst.



Skier. Vegan.
Energy Transition
Advisor.



Commitment to Reconciliation

Our vision for reconciliation is a future where Aboriginal and Torres Strait Islander cultures, knowledge and connection to land and waters is respected and upheld.

TSA will leave a positive legacy for those who live in the communities we help create. This will be achieved by acknowledging, engaging and partnering with Traditional Custodians.

Reconciliation.



Our clients

TSA Advisory formed in 2021 from legacy brands **Calcutta Group**, **Advisian** and **Evans & Peck**. We've been helping clients envision, develop, deliver and optimise infrastructure since 1985.



Who we are

TSA Advisory is a team of 160+ infrastructure advisors. We bring together strategic, technical and commercial expertise to advise our clients on complex infrastructure.

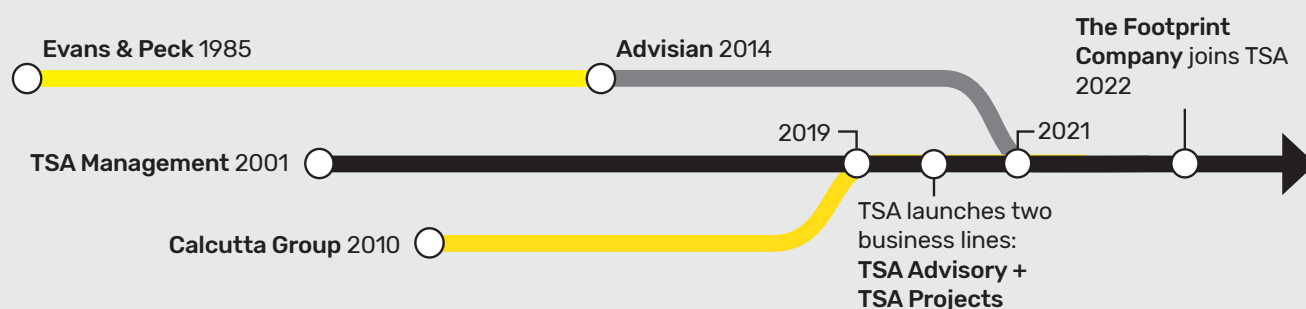
Our expertise is specialist and deep, and introduced at key points in a project's lifecycle to help our clients develop, fund, transact, deliver and optimise critical infrastructure.

TSA Management formed in 2001 as a specialist Project Management firm. Our acquisition of Calcutta Group in 2019, and Advisian Capital Projects Advisory (formerly Evans & Peck) in 2021, led to the creation of our Advisory service: TSA Advisory.

Dr Caroline Noller and The Footprint Company (TFC) joined TSA in 2022, expanding our carbon management advisory service and bringing the knowledge gained from +340,000,000 m² of building and precinct assessments in 17 countries.

A deep history of specialist infrastructure advisory

We trace our roots back to the 1985 formation of Evans & Peck, a pioneer in blending technical and strategic infrastructure advisory to achieve more robust outcomes for our clients' projects. We add to this our Calcutta Group and Advisian heritage brands, offering a deep and rich history of specialist infrastructure advisory to help clients deliver for their communities.

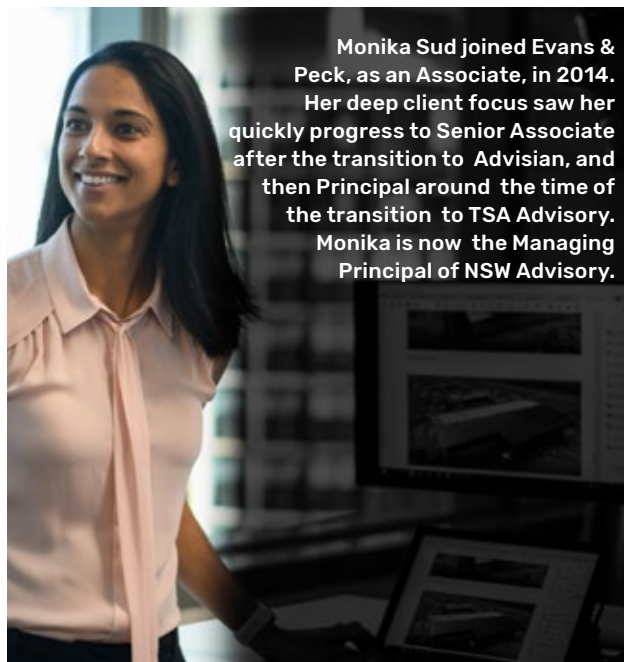


As we've grown and transitioned we've retained our most important asset: our people, and their accumulated experience and expertise.

Tariq Mahmood joined Evans & Peck as a Senior Consultant in 2012. He transitioned through to Advisian as a Senior Associate and then TSA Advisory. He is now a Principal in the Melbourne office and leads our Systems, Operations and Asset Performance capability across APAC.



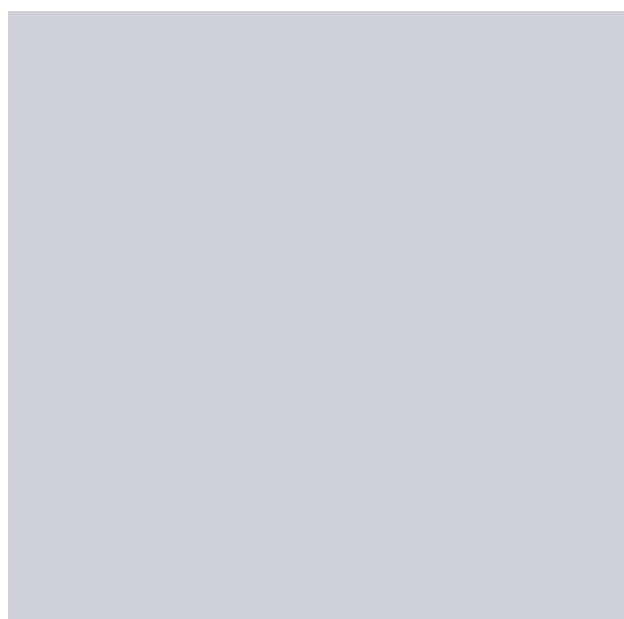
Monika Sud joined Evans & Peck, as an Associate, in 2014. Her deep client focus saw her quickly progress to Senior Associate after the transition to Advisian, and then Principal around the time of the transition to TSA Advisory. Monika is now the Managing Principal of NSW Advisory.



Kate Townsend joined Calcutta Group as General Manager in 2015 and became a Director and Co-Owner of the firm in 2017. Kate led the transition to TSA Advisory in 2020. She is now a leader in our Brisbane office.



Damien Pares has the distinction of having worked for all our legacy brands. He started as an Associate at Evans & Peck in 2009. He left briefly, before coming back via Calcutta Group in 2017. He is now a Senior Associate and one of the leaders in TSA Advisory's Sydney office.



What we do

We bring together specialist strategic, technical and commercial expertise to advise our clients on how best to create and realise the full potential of infrastructure assets.

Our services are specialist and backed up by deep expertise and experience. We inject these services at key points in the project lifecycle to help our clients realise their goals.

Our services



Communications & Stakeholder Engagement



Capital Governance, Strategy & Investment Advisory



Procurement Strategy & Transaction Management



Contract Services & Dispute Resolution



Construction & Delivery Assurance



Asset Systems, Operations & Performance



Health Advisory



Communications & Stakeholder Engagement

Our highly-experienced Communications and Stakeholder Engagement team works with state and federal governments, infrastructure agencies, industry groups and private sector businesses to design and manage fit-for-purpose stakeholder and community engagement plans to achieve their strategic needs.

We provide strategic communications advice, community and stakeholder engagement, Indigenous engagement, facilitation, and land access and acquisition negotiations. We also undertake issues and media management for reputation management and protection.

Our strategies and solutions improve the wellbeing and quality-of-life of stakeholders. We make a difference to communities through collaborative decision-making, partnership and engagement.

- Strategic communications advice
- Indigenous engagement
- Community and stakeholder engagement
- Complex stakeholder problem solving
- Land access and acquisition negotiations
- Media and issues management
- Digital engagement
- Workshop facilitation.



Peter Whelan | Principal

Peter is a communications and stakeholder engagement executive with more than 20 years of experience in community, stakeholder, customer and government relations.

He has held senior communications roles in NSW Government, including Technical Director, Project Communications, Transport for NSW; Director Public Affairs, Transport Infrastructure Development; and Director Property, Transport Infrastructure Development Corporation.



Leslie Wapler | Senior Associate

Leslie has more than 20 years of experience spanning strategic advisory, communications and engagement across sectors including Government, environment, infrastructure, utilities and property. She manages and mitigates the issues and risks associated with complex programs and projects impacted by contamination, crisis, regulatory policy, development, change and public perception for clients including Defence, Origin Energy, Jacobs and local and State Government.

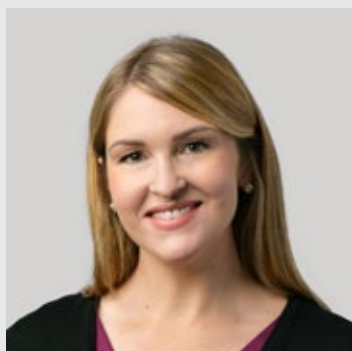
Capital Governance, Strategy & Investment Advisory

Our Capital Governance, Strategy & Investment Advisory team advises federal, state and local government, and private sector clients, on key governance, strategic and investment decisions. We provide a range of advisory services including:

- Infrastructure and service strategy development
- Capital growth
- Governance and enterprise risk
- Energy transition
- Sustainability and disaster recovery

- Business case development
- Delivery model assessment
- Economic and financial appraisal.

We help clients achieve strategic outcomes that balance economic growth, the impact of technological innovation, policy, environmental and social objectives. We apply a collaborative and end-user focused approach, challenging the status quo to create a clearer picture. This enables informed and justified investment decisions.



Leah Mosel | Associate

Leah is an urban planner and strategist with over 15 years' experience in Victorian local and state government. Her specialist areas include strategic planning, precinct delivery and economic development. She has overseen the development and implementation of several precinct-based strategies for Melbourne and Darebin City Councils.

Leah has an excellent operational understanding of best practice in precinct planning and activation, land use and transport integration. She's used these skills to contribute to Victorian business cases for 'Improving Transport Connections to Fishermans Bend', 'Stations Upgrade' and 'Green Hydrogen Towns'.



Adam Skelton | Senior Associate

Adam is an economist with 16 years' experience in delivering economic analysis, demand analysis, procurement strategies and business case advisory for energy and major transport infrastructure. He has advised on projects such as WestConnex Stage 2, Sydney Gateway and Port Botany Rail Duplication, North East Link, Melbourne Metro, Green Hydrogen Towns, Hydrogen Highways and Kaban Wind Farm.



James Atkinson | Senior Associate

James is an economist and urban planner. He has significant experience providing advice to clients in relation to land use economics, as well as working on large business cases. Major recent engagements have included the Barossa Local Economic Development Plan, and land use forecasting and strategic advice relating to Stage 1 of Victoria's Suburban Rail Loop. His recent business case experiences include the Central Station Priority Works Program in NSW, the upgrade of Royal Botanic Gardens of Victoria's National Herbarium, the Adelaide Museum of South Australian History, and the Aboriginal Arts and Cultural Centre (also in Adelaide).

TSA has helped clients write business cases to fund several major hospital redevelopments in Queensland. These projects will help regional people access better health services, where they live.

Procurement Strategy & Transaction Management

Our Procurement Strategy and Transaction Management team works with state and federal governments, and private sector clients to advise on commercial matters and procurement strategies and transactions. Our work spans a range of project types, from small, highly specialised procurements, to some of Australia and New Zealand's largest, most complex mega-projects.

We specialise in a range of delivery models including Public Private Partnerships, collaborative contracting models and private finance advisory. We also advise on traditional models. Our team has experience across

all sectors including rail, road, health, justice, housing, tourism and utilities.

- Procurement strategy
- Value engineering
- Market sounding
- Financial and commercial structuring and modelling
- Private finance advisory
- Transaction management.



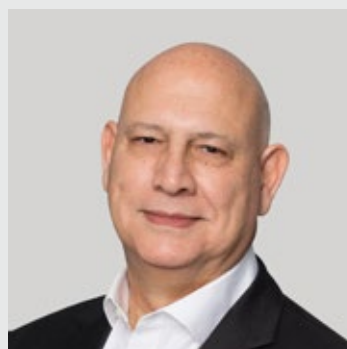
Kate Townsend |
Managing Principal

Kate is an infrastructure investment professional with 20 years of experience helping shape and procure major infrastructure projects for private sector and government clients, in Australia and abroad. She has had leading roles on highly complex transactions including Inland Rail Program Wide PPP, Sydney Metro, John Morony Correctional Centre, and Parklea Correctional Centre.



Monika Sud | Managing Principal

Monika is an engineer of 26 years' experience, specialising in procurement advisory and transaction management. Her most recent roles include Transaction Director on TfNSW's Newell Highway Program Alliance and another confidential Sydney-based alliance, Batemans Bay Bridge Project and Nowra Bridge Project. Previously she was Transaction Manager on The Northern Road Upgrade Stage 3 – North Project, and Procurement Advisor on the \$3b NorthConnex Project.



Wayne Sharpe | Managing Principal

Wayne is a senior procurement facilitation and transaction management specialist with 20 years' experience advising on complex capital infrastructure projects. He led the team that developed and operationalised the gateway review system for the Victorian Government. He has provided procurement advice to Goulburn Murray Water; VicRoads; Department of Transport (Victoria), Department of Infrastructure, Transport, Regional Development and Communications (formerly DIRD); Victoria Police; and Department of Planning Transport and Infrastructure (SA).

TSA is a key transaction advisor on Inland Rail. This long awaited project will allow low emissions enhancements to Australia's east coast freight network, for more on-time, low carbon deliveries.

Contract Services & Dispute Resolution

Our Contract Services & Dispute Resolution team provides contract advice as well as claims and litigation support in all project phases, from development through to delivery and operation. We have experience in public infrastructure and the energy and resources sectors.

- Drafting, preparing, negotiating, and administering contracts.
- Troubleshooting and health checks during project delivery. Preparing, analysing, and assessing claims for delay, disruption, and quantum.
- Preparing expert reports and providing testimony for adjudication, arbitration, and litigation.

- Providing forensic analysis of the evidence relevant to contractual disputes.

Our specialists bring years of industry expertise to the table. They are able to apply knowledge spanning a diverse range of contract styles and jurisdictions to provide advice that can only come from years of experience.



Adrian Hobbs | Managing Principal

Adrian is a qualified civil engineer with extensive experience acting for client and contractor organisations in project development, the development of contracting strategies and assessment of variation claims, extension of time claims and expert witness reports. This includes assisting in mediation, adjudication and arbitration, and acting as Expert Witness. He has written more than 35 expert reports and is experienced in giving testimony, and being cross examined in legal proceedings.



Craig Gardiner | Principal

Craig has more than 40 years' experience in cost engineering, project procurement, delivery, project management and claims management. His experience is across several sectors including road, rail, ports and mining. He has been extensively involved in preparing, assessing and negotiating contractual claims, including preparing expert reports for adjudication, mediation and arbitration.



Richard Baker | Senior Associate

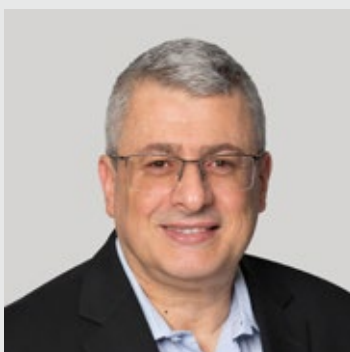
Richard is a senior planning professional with 30 years' experience. He has worked on multibillion-dollar capital infrastructure projects across multiple sectors, around the globe.

Richard offers experience in all aspects of planning, scheduling and project controls, including forensic delay analysis. He has held project owner and contractor roles. His experience includes schedule management and health checks, tender preparation, integrated master schedules, earned value management, probabilistic programme risk assessments, critical path analysis, schedule diagnostics and forensic analysis for EoT and delay claims, preparation of expert reports, and commercial advisory.

Construction & Delivery Assurance

Our Construction & Delivery Assurance team advises government, private sector operators and construction contractors to help deliver complex infrastructure projects. Our project expertise spans multiple sectors, though we have deep, specialist expertise in transport infrastructure. We work across the project lifecycle, from inception through to delivery, commissioning, and operational phases.

- Staging plans and construction methodology
- Construction programs
- Market capacity assessment for head contractors, specialist subcontractors and suppliers
- Stakeholder impacts including transport commuters, local communities and businesses
- Risk assessment, risk modelling and project controls, and project management plans
- Delivery management, project development and operational readiness and handover management
- Due diligence assessments
- Life cycle modelling, cost estimating, auditing and certification.



Phil Basile | Principal

Over a 30 year career, Phil has held senior management roles on building, rail, airport, marine and roadwork projects in Australia and Hong Kong. He has provided cost reviews, estimating and constructability advice on projects including North East Link, Level Crossing Removals Project, Suburban Rail Loop, LAL LAL Windfarm, Hume Dam, Murray Floodplain Restoration Project and Aldinga Waste Water Treatment Plan.



Peter Skene | Managing Principal

Peter has over 30 years' experience in engineering, design and construction. This has been predominantly in operational roles as Project Director / Alliance Manager for large infrastructure projects, for Tier 1 Contractors. He has leveraged this experience to provide constructability and delivery advice on projects including North East Link Project, Regional Rail Revival Program and City Rail Link (Auckland).



Johanna Maslem | Senior Associate

Johanna has over 18 years' experience in the development of major civil, transport infrastructure and mining projects. She has held a range senior technical and commercial roles on several complex transport projects. These include Next Generation Tram Project, Canberra Metro, Newcastle Light Rail, Parramatta Light Rail, Regional Rail PPP and Inland Rail PPP.

TSA has been a key constructability advisor on Melbourne's Metro Tunnel and Airport Rail. These projects provide critical missing links for the city's commuters, so they can get where they want to go, faster.

Asset Systems, Operations & Performance

Our Asset Systems, Operations & Performance team have a unique approach to planning, delivering and operating infrastructure and services. We put operational and asset performance at the heart of every project and contract. Unified under a common 'Systems Thinking'-led framework, we work with clients to realise the full potential of infrastructure to deliver social, environmental and economic objectives.

Our clients include government, infrastructure agencies, and infrastructure and service operators and maintainers across the asset lifecycle. Our team combines their deep domain expertise with strategic and technical expertise. Our services include:

- Systems engineering advice
- Asset performance optimisation
- Facilities management
- Operations strategy and planning
- Commercial advice on operations and maintenance model.

Each of these can be a stand-alone service. However, our clients often realise additional value by integrating these offerings across all phases of a project and contract to optimise performance and minimise whole-of-life cost.



Tariq Mahmood | Principal

Tariq is a specialist advisor on rail systems, rail operations, and network integration. His advice is underpinned by strong foundations in the disciplines of systems engineering, system safety and rail safety accreditation. He has played leading roles in the client-side development of the Cranbourne Line Upgrade, Dandenong Rationalisation and Hurstbridge Line Upgrade (stage 2) projects. He was the Shadow Operator on the Metro Tunnel Project, and represented the rail operator on the Regional Rail Link Project.



John Nasr | Principal

John is a Chartered (CPEng) Systems Engineering specialist. He has advised on several major transport projects including Melbourne Airport Rail Link, the Cranbourne Rail Upgrade Project, TfNSW Digital Systems Project, NSW Regional Rail Fleet, Victoria's New Rolling Stock Program, Transurban, Barwon Heads Rd Duplication and the Chevron Jansz-IC Project. During his time with Defence, he led systems teams on several complex multi-million and multi-billion dollar projects. John is the Technical Expert Trainer for Engineers Australia's Introduction to Systems Engineering for Transport course.



Gandhi Suppiah | Senior Associate

Gandhi is an asset management specialist, with global experience in digital asset management and asset optimisation. He has provided strategic asset advice to Kuala Lumpur MRT Line 1, Malaysia – Singapore High Speed Rail, Hammersmith Suspension Bridge Strengthening (UK), and Thames Tideway Tunnel (UK). He has also provided asset management advice and led asset management teams for several toll roads in Malaysia and Indonesia.

Health Advisory

TSA's Health Advisory team combines extensive, hands-on health sector experience with strategic, commercial and capital project planning expertise. We are unique in offering a broad range of strategic, planning and delivery services informed by a deep, lived understanding of the unique needs of the health sector. We understand the balance that needs to be struck between constrained budgets and delivering quality care.

Our services fall into three broad categories: business advisory, strategic investment planning and capital project planning. Importantly, these services are delivered by people with a hands-on understanding of how the assets we advise on will operate in the real world.



Robyn Brigden | Principal, Health Advisory Lead

Robyn has more than 20 years' experience in high-level operational and strategic positions within the health sector, including NSW Health. Since 2014 she has consulted on complex health projects across NSW, Qld and the ACT. This included hospital redevelopments for Goulburn, Bowral, Dubbo, Wagga Wagga, Mudgee and Tweed Valley Hospitals. Robyn also advised on COVID-19 planning for Health Infrastructure (NSW), Accelerated Infrastructure Delivery for Queensland Health and the John Hunter Health and Innovation Project. Robyn has a deep understanding of health service delivery, asset performance and functionality, and how these enable models of care and efficient sustainable health service delivery.



Andrew Greig | Principal

Andrew has more than 16 years' experience in planning, delivery and business case development in the health sector. He has led the planning phase of multiple large and complex hospital projects including the Bundaberg, Toowoomba and Coomera Hospital projects. Andrew has provided project planning and delivery services to Queensland Health, NSW Health Infrastructure and Victorian Health Building Authority.

His expertise includes commercial and property related advice relating to the creation of integrated education, training and research precincts across Australia. His recent work includes supporting the creation of significant integrated precincts at Randwick and Westmead Hospitals in NSW, and the delivery of a commercial partnerships framework for NSW Health Infrastructure.



Alyssa Muche | Project Director

Alyssa has over 20 years' experience in the health sector. She has led the strategic planning and delivery of a diverse range of public and private health projects across Victoria, ACT, NSW and Queensland. Her expertise includes business case development, feasibility studies, value management, design management, risk management, design options studies and contract administration.

Alyssa's recent experience includes business cases for the Accelerated Infrastructure Development Program (QLD), Cooktown Multipurpose Health Service Redevelopment and the Queensland Satellite Hospital Program. She has provided strategic and planning advice to Logan Urgent Care Centre, Tweed Valley Hospital, Goulburn Hospital and Dubbo Hospital.

How we work

On-time, on-budget delivery

We have a solid grounding in the real-world delivery of the projects we advise on. This comes from working side-by-side with TSA Projects. We provide specialist expertise at key points within a project's timeline, while TSA Projects works across the full project lifecycle. Together, TSA Advisory and TSA Projects can adaptively collaborate to deliver complex projects.

This gives TSA Advisory a deep understanding of the unique needs, challenges and opportunities of delivering different types of infrastructure. It means our advice is commercial and pragmatic and considers the many real-world factors that impact operability, and on-time, on-budget delivery of infrastructure.

A community-centric approach

Our clients operate in a world of increasing public scrutiny and growing community expectations around value, equity, amenity and environmental outcomes. To deliver on-time and on-budget, they need to consider communities' wants and needs from the start of every project.

TSA's in-house Communications & Stakeholder Engagement team is available to consult on all our projects, across all our capability groups. They are also leading an internal training course to give all our people an understanding of community engagement fundamentals. No matter their discipline or the project's phase, our teams view the projects they are advising on from the perspective of the communities the projects will serve. Our people can identify potential future community engagement issues early. This allows our clients to deal with community concerns before they become an issue that holds up projects or creates unwanted headlines.

Navigating funding, approvals and stakeholders

For some of our clients, navigating their project through funding and approvals pathways, and dealing with complex stakeholder environments, is the most complicated part of the job. Ever expanding compliance and transparency measures, while good for governance, can turn a simple project into a minefield.

We work across Government, navigating these pathways and stakeholders on a daily basis. This gives us a broader, cross-government view on processes, requirements and stakeholder priorities. We leverage this to help individual clients navigate their own unique pathways and stakeholders, to achieve funding and on-time delivery.

We're all about infrastructure that's delivered on-time, on-budget, operates as intended and offers value to its community.



Monika Sud
Managing Principal,
Sydney

What you want, when you need it, how you want it

Our clients have different needs, at different times. Sometimes they just need someone to come in and get the job done. Other times, they've got a project that's going wrong, but they don't know why, or how to fix it. And often, our clients need to build their internal capacity, so they want us to upskill their teams as part of our delivery.

Where ever you find yourself on the spectrum from "I just need extra resources" to "I've got a diabolical emergency", we get it, and we've got you covered. With over 150 consultants around Australia, New Zealand and Malaysia, we've got the breadth and depth to respond to our clients' changing needs. We'll give you the person, or people, who are the right fit and will work with you in the way you want.



I just need extra resources to deliver a project or help me through a busy period.



I need specialist expertise to deliver a specific scope.



I need resources that will also upskill my team so we can do it internally next time.



Something's wrong, but I don't have the time or knowledge to define or fix it.



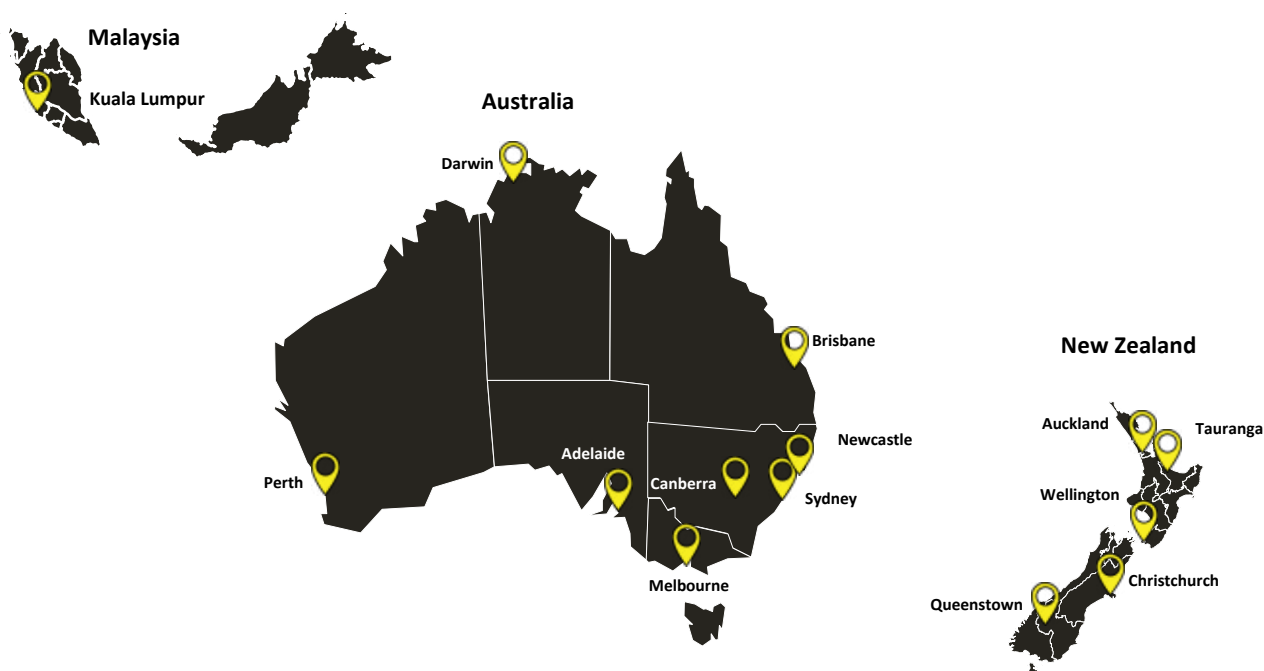
Things aren't going how I want. I need help to get my project back on track.



I need a second opinion to make sure my project is on the right track.

'One Advisory' across APAC

TSA Advisory has offices across Australia and New Zealand, and in Malaysia. We all work under a 'one Advisory' model where our teams work closely together, regardless of location. Our clients benefit from **face-to-face relationships** with local consultants, who in turn bring the **best, global expertise** from our people and offices across Asia Pacific.



Our management systems

We bring the right people, processes and experience together to deliver any project.

Project management.

We bring the right people, processes and experience together to deliver any project. Our processes have the solid foundation of our accredited Integrated Management System (IMS). It documents our project management systems, procedures, templates and much more. Our people are trained on these systems to ensure they can deliver the best for any project.

The Environment

Our systems relating to the environment are certified to the AS/NZS ISO 14001 standard.

Quality Management

Our quality management system is certified to the AS/NZS ISO 9001 standard.

Work Health and Safety (WHS)

The safety of those working on our projects is a priority. Our WHS management system is certified to the AS/NZS 45001 standard.

We also have internal specialists whose expertise we can draw on when needed.

Systems.



Meanwhile, on photo day...



Best for Project

AUSTRALIA

SYDNEY | ADELAIDE | BRISBANE | CANBERRA | DARWIN
MELBOURNE | NEWCASTLE | PERTH | PARRAMATTA

NEW ZEALAND

AUCKLAND | CHRISTCHURCH | TAURANGA
WELLINGTON | QUEENSTOWN

MALAYSIA

KUALA LUMPUR

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TSA
Advisory