



# H&M PROJECT MANAGEMENT

*Capability statement*



H&M Project Management, led by Damien Hertslet and Steve Mouldale, is a specialised firm dedicated to delivering complex integrated developments on behalf of real estate investment funds, developers, asset and landowners, and government agencies.

Our team's extensive experience in delivering major urban projects distinguishes us in the industry.

This expertise allows us to simplify complex challenges into clear, actionable plans. With meticulous planning and strategic focus, we bring clarity and direction to even the most demanding development scenarios.

*“Our unique blend of experience, strategic insight, and innovative problem-solving empowers us to tackle projects that others might deem too complex”.*

- Damien Hertslet

# NAVIGATING COMPLEXITY IN URBAN DEVELOPMENT

We have more than 50 years of collective experience in project and construction management across infrastructure, property, and construction, locally and internationally. We have successfully led the planning and delivery of numerous significant projects, often involving critical infrastructure, the expansion of public domain, commercial precincts, complex stakeholder groups, and phased construction across multiple stages.

Our industry reputation is built on a foundation of proven expertise, demonstrated through our track record of successfully delivering significant projects that transform urban landscapes.

Our portfolio includes some of Sydney's most complex and iconic projects, including leading the \$3 billion integrated State Significant Development; Sydney Metro Martin Place, one of Sydney's largest urban regeneration projects, Barangaroo South, and the \$3 billion transport infrastructure project, North Connex.

Globally, our team has led several significant developments in Singapore, including the sub-regional business hub, Paya Lebar Central, and the Australian International School.

## Damien Hertslet

### DIRECTOR

With 37 years of extensive experience in project and construction management across the infrastructure, property, and construction sectors, Damien is a highly accomplished leader. He has held senior roles in project management, construction management, and business leadership across Australia, Asia and the USA.

Damien has overseen some of Sydney's most significant projects, including his roles as Delivery Director for Barangaroo South, North Connex, and Sydney Metro Martin Place. His prior experience provided project oversight to Gold Coast University Hospital, and the Sunshine Coast University Hospital. His strategic leadership and expertise in managing large-scale, complex developments have made him a trusted figure in the industry.

## Steve Moulsdale

### DIRECTOR

Steve brings 24 years of experience in project and construction management across Australia and Singapore, focusing on delivering complex infrastructure and integrated developments. His background spans project management, engineering and construction management. He has been involved with significant projects such as Top Ryde & Rouse Hill Shopping Centre, Sunshine Plaza Retail Development, Australian International School, Stamford American School and Paya Lebar Quarter.

Most recently, Steve served as the Project Delivery Manager for Metro Martin Place in Sydney CBD, solidifying his reputation for managing high-profile projects in the region.

# ABOUT US

### MASTERY OF COMPLEXITY

We excel in complex problem-solving to deliver precise project, program, and budget management. Our approach centres on optimising efficiency and mitigating risks.

### PROVEN SUCCESS

Our track record includes managing and delivering Sydney's most complex developments including Barangaroo South, Metro Martin Place and North Connex.

### END-TO-END SOLUTIONS

We address the nuanced interplay between diverse project elements and cover the entire project life cycle, from feasibility to handover.

### SENIOR EXPERTISE

Our firm's size ensures that the directors directly oversee projects, providing high-level expertise and personalised attention throughout every engagement.

### PROJECT CONTROLS

We combine best-in-class project control services with leading digital tools to provide confidence and certainty in project and program delivery.

### ASSEMBLING TEAMS

Our trusted and longstanding relationships in the industry enable us to identify and assemble the best teams for each specific project to transform ambition into success.

### STRATEGIC FORESIGHT

We have the experience and expertise to identify opportunities and mitigate risks unique to complex, integrated developments.

### COLLABORATIVE LEADERSHIP

Our extensive experience coordinating diverse stakeholders and multidisciplinary teams is a cornerstone of our success in managing complex projects.

# OUR STRENGTHS

### TRANSPORT-ORIENTED DEVELOPMENTS

Our lead roles in projects such as the Sydney Metro Martin Place exemplify our expertise in Transport-Oriented Developments. This landmark development showcases our ability to integrate major transport infrastructure with commercial and public spaces in the heart of a bustling urban centre.

### URBAN REGENERATION & MIXED-USE PRECINCTS

Our team has extensive experience in transformative urban regeneration projects that foster sustainable economic growth, including high-profile developments like Barangaroo South and Paya Lebar Central. Our approach focuses on creating synergies between different land uses, maximising efficiency and user experience while ensuring flexibility for future adaptation.

### STAGED DEVELOPMENTS

We excel in managing evolving, multi-phase projects that require a strategic long-term vision coupled with flexible, adaptive planning. Our approach ensures each development stage builds upon the last, creating cohesive environments responsive to changing market conditions and community needs while maintaining project momentum and stakeholder engagement.

### INFRASTRUCTURE INTEGRATION

North Connex and Sydney Metro Martin Place demonstrate our expertise in integrating critical infrastructure within complex urban environments. In both cases, we balanced technical requirements with urban design, considering both immediate and long-term impacts.



### RETAIL COMPLEXES

Our expertise in large-scale retail complexes is evident through several landmark projects. These include the \$440m Sunshine Coast Retail Redevelopment, \$470m Top Ryde, \$400m Rouse Hill, and \$250m Craigieburn shopping centres. These developments showcase our ability to create vibrant community hubs that offer diverse shopping, dining, and entertainment experiences while enhancing public engagement.

### INTEGRATED FITOUTS

We have successfully delivered numerous integrated fitouts for major legal and financial organisations including Gilbert & Tobin, Westpac, KPMG, Lendlease, and HSBC. Our experience includes complex projects in live environments, such as the substantial Macquarie Bank fitout at Martin Place.

### EDUCATION PRECINCTS

We have delivered state-of-the-art learning environments for prestigious institutions like Stamford American School and the Australian International School in Singapore. These spaces are designed with effective pedagogy principles in mind, blending innovative educational design with high performance facilities.

### HEALTHCARE & PHARMACEUTICAL FACILITIES

Our project oversight in healthcare design and construction is exemplified by the \$1.5b Gold Coast and \$1.3b Sunshine Coast University Hospitals. Additionally, the \$500m Pfizer and Wyeth facilities in Singapore highlight our expertise in managing the construction of high-tech pharmaceutical complexes that adhere to stringent international industry standards.

# OUR APPROACH

## STRATEGIC GUIDANCE

We guide projects from conception to completion through comprehensive strategy development and in-depth analysis of complex business cases. Our process involves coordinated design and planning across project components, phased construction delivery, and integration management of diverse elements.

## PRECISION IN MULTI-DIMENSIONAL PROJECT MANAGEMENT

Our methodology is tailored for complex, integrated developments, managing intricate interdependencies, diverse stakeholder interests, and multifaceted risk profiles. We provide end-to-end project management solutions, including multifaceted feasibility studies, integrated planning and design management, procurement, and construction management.

## COLLABORATIVE EXPERTISE AND CLIENT-FOCUSED APPROACH

We assemble and coordinate specialised teams to address the diverse aspects of complex projects, promoting collaboration crucial for integrated developments. Our client-focused approach prioritises understanding complex integrated projects' full scope and vision. We provide detailed updates on multiple project facets and ensure clear communication across all components. We are committed to realising the full potential of integrated developments.

## SUSTAINABLE, INNOVATIVE URBAN ENVIRONMENTS

We are dedicated to delivering sustainable, integrated urban environments that explore smarter methods of material usage and renewable energy sources. We ensure efficient coordination between diverse project elements, drive innovation in complex project delivery, and provide strategic advantages through specialised expertise in integrated developments.



# SYDNEY METRO MARTIN PLACE

## SSD Integrated Station Development

### ROLE

Delivery Director  
& Project Delivery Manager

### DELIVERY

Macquarie Group

### DESIGN & CONSTRUCTION

Lendlease

### ARCHITECT

Grimshaw, JPW, Tzannes,  
Architectus

### LOCATION

Martin Place, Sydney CBD

### PROJECT DURATION

2018 - 2024

### PROJECT VALUE

AUD 3 billion

### COMPLETION

2024

### DEVELOPMENT TYPE

Critical State Significant  
Infrastructure (CSSI),  
State Significant  
Development (SSD)  
Rail Transport Facilities  
Commercial Precinct

### OVERVIEW

The recently completed Sydney Metro Martin Place is a \$3 billion integrated station development providing a world-class transport and employment precinct at Martin Place. It is part of the broader Sydney Metro project - Australia's largest public transport project, that will deliver 31 metro stations and 66 kilometres of new metro rail, revolutionising how Sydney travels. Macquarie Group led the unsolicited proposal, development, and delivery of Sydney Metro Martin Place on behalf of the NSW Government and Sydney Metro, with Lendlease as the design and construction partner. Damien Hertslet served as the Delivery Director overseeing the entire project, and Steve Mouldsdales was the Project Delivery Manager for the Over Station Development (OSD)

### CHALLENGES

- Simultaneous construction of the underground station and over-station development to achieve programme and minimise community impact.
- Interface management with other Metro contractors
- Delivery during the peak of COVID 19
- Managing the complexities of building an integrated station precinct within the Sydney CBD while maintaining connections with existing transport infrastructure
- Minimising disruption to the surrounding community through careful planning and scheduling.
- Authority approvals for a Critical State Significant Infrastructure (CSSI) and State Significant Development.

### KEY FEATURES

- A larger, reconfigured station layout, including the addition of land at 9-19 Elizabeth Street and alterations to the street-level layout of the station entries, with a 40-metre-high atrium, 25 escalators, and 4100 square metres of shops, restaurants, cafes, and bars over three floors.
- Design and construction of a 39-storey commercial OSD tower serving as the new Global Headquarters for Macquarie, including commercial offices and retail tenancies above the northern entrance to the Martin Place Metro Station.
- Design and construction of a new 29-storey commercial OSD tower, including office space and retail areas and two levels of plant above the southern entrance to the Martin Place Metro Station.
- Improved public domain integrated with the new Martin Place Metro station.
- Paid & unpaid pedestrian connections to the Sydney Metro, Eastern Suburbs Railway, and bus services.
- A separate pedestrian tunnel and connecting bridges to the heritage-listed 50 Martin Place connecting the north and south ends of the new Metro City and Southwest station, Hunter Street. Commercial OSDs and retail.



# BARANGAROO SOUTH

*Sydney's largest urban regeneration project*

## ROLE

Executive Director of Construction  
(Damien Hertslet)

## DELIVERY

Lendlease

## ARCHITECT

Numerous

## LOCATION

Barangaroo, Sydney CBD

## PROJECT DURATION

2013 - 2024

## PROJECT VALUE:

AUD 10 billion

## COMPLETION

2024

## DEVELOPMENT TYPE

Mixed-Use Precinct  
Commercial Towers  
Residential  
Expansion of Public Domain

## OVERVIEW

Barangaroo South, on the western edge of Sydney's Central Business District, is one of Australia's most ambitious and sustainable urban regeneration projects. Developed by Lendlease, the precinct integrates commercial, residential, retail, and public spaces in a world-class, carbon-neutral environment. Damien Hertslet, as Executive Director of Construction at Lendlease, played a pivotal role in delivering this landmark precinct from 2013 to 2017.

The development is Australia's first large-scale carbon-neutral community, incorporating cross-laminated timber, renewable energy. It is part of the C40 Cities Climate Initiative and sets a global benchmark for sustainable urban development. It is recognised as one of Australia's most awarded urban regeneration projects, enhancing Sydney's status as an international city.

## CHALLENGES

- As Australia's first large-scale carbon-neutral community, Barangaroo South required the integration of advanced green building technologies, including renewable energy and innovative construction methods such as cross-laminated timber. The integration of a 2.2km foreshore walk to provide public access, reconnecting the public with Sydney Harbour while maintaining the integrity of the urban development.
- Integrating commercial, residential, and public elements within an active urban environment posed significant logistical challenges. Damien Hertslet's leadership ensured the successful coordination of these components while maintaining the project's high sustainability and delivery standards.

## KEY FEATURES

- International Towers Sydney:** Three premium-grade, environmentally conscious office towers offering 280,000 square metres of space. Tower 1 stands 217 metres (49 levels), Tower 2 reaches 178 metres (43 levels), and Tower 3 is 168 metres high (39 levels). The towers house 23,000 workers and set a benchmark for sustainable office spaces.
- Integrated fitouts for the commercial tenants of International Towers** including Gilbert & Tobin, Westpac, KPMG, Lendlease, and HSBC.
- International House Sydney:** A pioneering office building using engineered timber such as Cross Laminated Timber (CLT) and Glue Laminated Timber (Glulam).
- Daramu House:** A 7-storey mass timber commercial building with a 6-Star Green Star Design & As Built certification.
- One Sydney Harbour:** A set of luxury residential towers that define high-end living in Sydney, designed by Pritzker Prize-winning architect Renzo Piano.
- Crown Sydney:** Sydney's first 6-star hotel resort with some of the best restaurants and eateries, bars, apartments and a free observation deck for people to enjoy views of Sydney.
- Barangaroo House** is a dining destination with timber facades and both ornamental and edible greenery.
- Alexander and Anadara:** residential buildings feature nearly 160 apartments and ground-floor retail spaces.
- Public spaces and connectivity:** More than 50% of the precinct is dedicated to public space, with the entire 2.2km foreshore made accessible to the public for the first time in decades.



# NORTH CONNEX

*Australia's deepest road tunnel*

## ROLE

Executive Project Director  
(Damien Hertslet)

## DELIVERY

NSW Government, Transurban,  
Lendlease/Bouygues

## LOCATION

Sydney, Australia

## PROJECT DURATION

2015 - 2020

## PROJECT VALUE

AUD 3 billion

## COMPLETION

2020

## DEVELOPMENT TYPE

Major Infrastructure

## OVERVIEW

North Connex was a critical AUD \$3 billion infrastructure project to improve traffic flow, connectivity, and freight efficiency in Greater Sydney. The project involved the construction of a nine-kilometre electronically tolled twin tunnel linking the M1 Pacific Motorway at Wahroonga to the Hills M2 Motorway at West Pennant Hills.

Damien Hertslet served as the Executive Project Director from 2017 to 2018 for the Delivery Joint Venture, a partnership between Lendlease and Bouygues, leading the design and construction. The completed tunnel provided significant time savings and traffic relief for the area. Environmental considerations were also a key part of the project, with state-of-the-art ventilation outlets installed to ensure effective management of emissions.

## CHALLENGES

- Traffic management required handling high volumes while minimising disruption on Sydney's busy roads. Engineering complex tunnel integrations to ensure connectivity and reduce congestion was crucial.
- Improving freight network efficiency demanded careful design of a straighter, flatter route to cut fuel and maintenance costs for the National Transport Network.
- Managing community impact involved balancing the removal of trucks from Pennant Hills Road with minimising construction disturbances and returning local roads to public use.
- Implementing safety standards necessitated integrating advanced emergency systems, breakdown lanes, and a control centre while meeting the highest safety requirements.

## KEY FEATURES

- Two nine-kilometre tunnels with 3.5-metre-wide lanes and breakdown lanes in each direction, designed to accommodate future traffic growth.
- Direct links between the M1 Pacific Motorway and the Hills M2 Motorway, bypassing 21 traffic lights and improving freight and commuter efficiency.
- Advanced air intake and emergency smoke extraction systems and motorway control centres to ensure optimal safety and operational management.
- Connections to major motorways, including the M1 Pacific Motorway, Pennant Hills Road, and the Pacific Highway.
- State-of-the-art ventilation systems to effectively manage emissions and improve air quality for surrounding communities.





# PAYA LEBAR CENTRAL, SINGAPORE

*A sub-regional business  
and lifestyle hub*

## ROLE

Lead Senior Project Manager  
(Steve Mouldsdale)

## DELIVERY

Lendlease

## ARCHITECT

DP Architects

## LOCATION

Paya Lebar Central, Singapore

## PROJECT DURATION

2015 - 2016

## PROJECT VALUE

SGD 3 billion

## COMPLETION

2019

## DEVELOPMENT TYPE

Mixed-Use Precinct  
Residential/Retail/Commercial

## OVERVIEW

Paya Lebar Central is a transformative SGD \$3 billion mixed-use development at the heart of Singapore's Paya Lebar district. This major project features over 165,000 square metres of retail, commercial, and residential space, serving as a key catalyst for the Urban Redevelopment Authority's (URA) masterplan to establish Paya Lebar as a sub-regional business hub. Steve Mouldsdale, as Lead Senior Project Manager, played a crucial role in this landmark project. Collaborating with the integrated development team to set the project's master plan, Steve led both the design and construction strategy and project execution.

## CHALLENGES

- Balancing competing priorities across different asset classes and ensuring the project meets market demands and community needs.
- Ensure the master plan aligns with Paya Lebar's transformation into a subregional business hub while preserving the area's historical and cultural significance.
- Identifying opportunities for cost mitigation without compromising the quality or sustainability of the project.
- Navigating stringent regulatory requirements and coordinating with multiple authorities to obtain necessary approvals in a high-profile, large-scale development.
- Ensuring design compliance with environmental, sustainability, and safety standards to meet Singapore's high expectations for green buildings.
- Developing a robust D&C strategy flexible enough to adapt to post-bid realities and unforeseen challenges.

## KEY FEATURES

- Three grade A office towers providing nearly one million square feet of state-of-the-art office space, setting new standards for modern work environments.
- A standalone shopping mall with over 200 shops covering approximately 340,000 square feet of retail space, offering a mix of indoor and alfresco dining experiences in vibrant public spaces.
- A 429-unit residential complex with direct covered access to shopping and lifestyle amenities, providing an ideal blend of city living.
- Over 100,000 square feet of green public spaces designed to enhance outdoor community experiences.



# KEY PROJECTS



## SUNSHINE COAST RETAIL REDEVELOPMENT

**ROLE:**  
Project Director  
**LOCATION**  
Sunshine Coast, QLD  
**PROJECT VALUE**  
\$440 million  
**SECTOR**  
Retail & Mixed Use  
**COMPLETION**  
2019



## TOP RYDE SHOPPING CENTRE

**ROLE**  
Project Manager  
**LOCATION**  
Ryde, NSW  
**PROJECT VALUE**  
\$470 million  
**SECTOR:**  
Retail & Mixed Use  
**COMPLETION**  
2009

**ROLE:**  
Project Oversight  
& Governance  
**LOCATION**  
Gold Coast, QLD  
**PROJECT VALUE**  
\$1.5 b  
**SECTOR**  
Healthcare  
**COMPLETION**  
2013



## GOLD COAST UNIVERSITY HOSPITAL

**ROLE**  
Project Manager  
**LOCATION**  
Rouse Hill, NSW  
**PROJECT VALUE**  
\$400 million  
**SECTOR**  
Retail & Mixed Use  
**COMPLETION**  
2007



## ROUSE HILL SHOPPING CENTRE

# KEY PROJECTS



## SUNSHINE COAST UNIVERSITY HOSPITAL

**ROLE**  
Project Oversight  
& Governance  
**LOCATION**  
Sunshine Coast, QLD  
**PROJECT VALUE**  
\$1.3 b  
**SECTOR:**  
Healthcare  
**COMPLETION**  
2017



## STAMFORD AMERICAN SCHOOL

**ROLE**  
Project Director  
**LOCATION**  
Singapore  
**PROJECT VALUE**  
S \$200 million  
**SECTOR**  
EDUCATION  
**COMPLETION**  
2014

**ROLE**  
Construction Director  
**LOCATION**  
Singapore  
**PROJECT VALUE**  
USD 500 million  
**SECTOR**  
Pharmaceutical  
**COMPLETION**  
2003



## PFIZER SINGAPORE

**ROLE**  
Project Director  
**LOCATION**  
Singapore  
**PROJECT VALUE**  
S \$160 million  
**SECTOR**  
EDUCATION  
**COMPLETION**  
2015



## AUSTRALIAN INTERNATIONAL SCHOOL

# H&M Project Management

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