

2020 Exchange | Chair Biography

Mark Elliott

“Do not follow where the path may lead. Go instead where there is no path and leave a trail.”

- Ralph Waldo Emerson



Mark is a strategic thinker who has worked with leaders across a broad range of industries to deliver value to them, their shareholders and society at large. He has vast experience with over 30 years in infrastructure, engineering, construction, mining, and operations and maintenance, with the last 17 years in MD/CEO positions.

After graduating in Engineering (Civil) from the University of Sydney, he developed the first half of his career working with Tier 1 contractors across Australia delivering infrastructure projects across the transport, mining, industrial, utility and defence sectors.

In 2002, Mark was appointed MD of Conneq Infrastructure Services (a subsidiary of Bilfinger Berger AG, now Lendlease Services), growing the workforce tenfold (from 400 to over 4000) in eight years through a series of strategic acquisitions and organic growth. This involved developing and implementing a fresh strategy with the company entering six new market sectors spanning Australasia.

Mark continued in MD/CEO roles at Brookfield Multiplex and Calibre Global before being appointed CEO of NRT in 2014, where he held overall accountability for all aspects of NRT's project delivery and operations.

NRT holds the Operations, Trains and Systems contract (a \$3.7 billion PPP) and played a key role in bringing the Sydney Metro Northwest into operation in May 2019, on time and under its \$8.3 billion budget. NRT comprised a large multicultural workforce across several continents and introduced the first driverless passenger trains to Australia.

Mark was raised on a family sheep and cattle property in central NSW, has lived and worked across Australia experiencing a wide spectrum of socio-economic communities. He now resides in Sydney with his wife and three children and enjoys skiing, travel and has just returned to rowing.

Mark's areas of expertise include:

- Leadership of large, complex organisations with multicultural teams
- Creating and leading effective executive teams
- Setting, implementing and adjusting strategy
- Dealing with diverse stakeholders and disparate views
- Crisis management including managing the media
- Acquisitions and divestments
- Restructuring and downsizing
- Commercial disputes and resolution
- Working with international business partners, owners, clients and suppliers
- Negotiating when stakes are extreme
- Generating profits in highly competitive environments
- Risk management, mitigation and avoidance
- Board reporting

Why 2020 Exchange

Mark has an exemplary record leading Australia's biggest public transport project and a priority infrastructure investment for the New South Wales Government, Sydney Metro Northwest.

As a seasoned senior executive Mark is a 2020 Exchange stalwart joining our community as a client in 2014. He has the skills to: articulate a clear vision for an organisation, lead and inspire senior executive teams, drive safety and sustainability initiatives to deliver tangible improvements, bring to bear analytical skills to develop strategy and mentor executives responsible for multi billion dollar projects. He possesses deep knowledge of all forms of engineering, construction, o&m and mining contracts. He also has knowledge on how to implement corporate governance and ensure compliance, execute mergers, acquisitions, demergers and divestments, swiftly execute company and business turnarounds and restructures, diversify business into new markets and sectors and can provide clarity to complex issues.

It's Mark's humility and ability to manage large-scale complex stakeholders, delivering on time and on budget in both the best and worst of times that sets him apart... together with Mark's exceptional people skills, this is the extraordinary world class talent that aligns Mark Elliott with 2020 Exchange.

Executive and Professional Experience

Chair of Mid-Cap CEO Consortium, 2020 Exchange Pty Ltd

2019 – present

Chief Executive Officer, NorthWest Rapid Transit, Australia

Oct 2014 – Jul 2019

Chief Executive Officer, Calibre Global, Australasia, Asia, Africa, UK, North America

Jan 2013 – Sep 2014

Managing Director, Brookfield Multiplex Infrastructure Services, Australia

May 2011 – Nov 2012

Managing Director, Conneq Infrastructure Services (formerly Bilfinger Berger Services, now Lend Lease Services), Australasia, Asia

May 2002 – Mar 2011

Process Engineering Manager / Construction Manager, Thiess Contractors, Australia

May 1996 – May 2002

Northern Territory Manager / Senior proposals Engineer, Macmahon Contractors, Australia, Indonesia

May 1993 – Feb 1996

Project Manager / Project Engineer, Abigroup Contractors, Australia

Dec 1985 – Apr 1993

Non Executive Director | Committee Experience

Chairman, St Paul's College Council, The University of Sydney

Jun 2017 – present

Fellow (Non-Executive Director), St Paul's College Council, The University of Sydney

May 2016 – present

Non-Executive Director, St Paul's College Graduate House Limited (SPV)

Jun 2017 – present

Committee Member (ex-officio), St Paul's College Finance Committee

Jun 2017 – present

Chairman, St Paul's College Project Control Group

Jun 2016 – Dec 2018

Chairman, Engineers without Borders, Australia

2006 – 2008

Member, Infrastructure Partnerships Australia (IPA)

2006 – present

Chairman, IPA Water Taskforce, Australia



2006 – 2008

Executive Committee, Territory Construction Association, NT, Australia

1993 – 1995

President, Civil Contractors Federation (NT), Australia

1994 – 1995

Qualifications | Professional Development and Training

Australian Institute of Company Directors - Company Directors Course 2016
(Graduated - GAICD)

Stanford University

Executive Program in Leadership 2010

Graham Richardson

Personal Mastery Program 2007 - 2008

Hewsons

Individual Coaching 2004

Macquarie Graduate School of Management

Strategic Management Program 2000

The Institute of Administration (UNSW)

Executive Development Program 1995

The University of Sydney - Bachelor of Engineering (Civil) 1986