



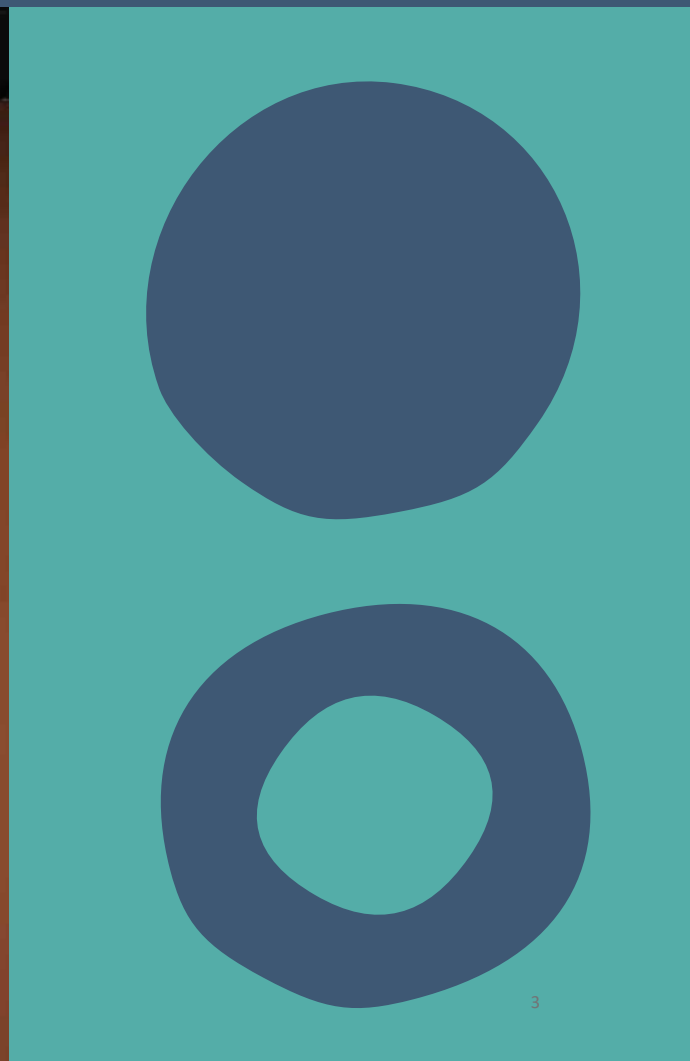
Construction Capability Statement

Achieving Reconciliation Through Business



At PSG Holdings, we believe that every Australian should have an equal opportunity to achieve their goals and dreams. It is through our successful commercial framework, that we deliver significant difference to the lives of Indigenous men and women and subsequent outcomes for local Indigenous communities across Australia.

We continue to push the boundaries for government departments and private corporations for real and genuine opportunities for robust contracts and culturally appropriate delivery of services.



Acknowledgement of Country

We acknowledge and pay respect to the Traditional Owners of the land on which we conduct business - the Aboriginal and Torres Strait Islander Nations of Australia.

It is upon their ancestral lands that we stand. We pay respect to their Elders both past and present, acknowledging them as the Traditional Custodians of knowledge for this Country.

We also acknowledge the gratitude that we share for this land today, and sorrow for the costs of that sharing and our hope and belief that we move to a place of equity, justice and partnership together.



Our Capability

PSG Holdings is a licensed building contractor in NSW and ACT with offices based in Botany and Canberra. We currently operate within greater NSW and the ACT and have capacity to complete works in all licensed states.

PSG Holdings specialises in small to medium scale construction projects with a niche value ranging from \$2.0m - \$25m and has an average annual turnover of circa \$60m.



Comprehensive Construction Solutions

PSG Holdings is a head contracting builder who can work with your business to effectively manage and deliver construction and project management solutions.

With top tier construction experience and robust management systems, PSG Holdings can offer a variety of delivery methods, specialised advice on the best procurement model, efficient sequencing and can provide innovative solutions for your projects.

Our team has the skills and experience to take your project aspiration from conception to completion. With a focus on quality, safety and environment, PSG Holdings can tailor the delivery of the construction process to the specific requirements of your project.

Core Service Offerings

The project and construction management services we specialise in include:

- Project brief development
- Design management
- Construction delivery
- Budget/cost planning
- Programming
- Sequencing and staging
- Constructability testing & methodology
- Development
- Procurement strategy
- Construction monitoring and controlling
- QSE management and auditing
- Relationship management
- Risk management
- Reporting



DESIGN AND CONSTRUCT



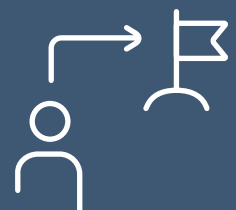
MANAGING CONTRACTOR



CONSTRUCT ONLY



CONSTRUCTION MANAGEMENT

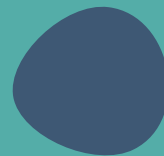


PROJECT MANAGEMENT



People and Community





Troy Rugless

CEO and Director

Troy founded PSG Holdings in 2011 and currently resides as PSG Holdings Managing Director and CEO. Troy is involved in business development, Indigenous business mentoring and undertakes the role of Company Cultural Leader. Troy ensures that PSG Holdings thrives based on a culture of respect, humility, ingenuity and hard work and that these values pervade all aspects of the business.

Troy's Indigenous heritage is from the Wiradjuri people who were the first inhabitants of Central Western NSW. He also has Torres Strait Islander heritage from his Grandfather's family who originated from the Western Islands of the Torres Strait.

Troy is a former professional rugby league footballer who played for the Eastern Suburbs and South Sydney before moving overseas to play for the London Broncos. He has coached multiple teams in more recent times. After his career was ended by injury, Troy followed in the footsteps of his father and joined the NSW Fire Brigade where he served for 20 years and was involved in representing the service at Indigenous careers expos.

Having grown up in the La Perouse area of Sydney, around family members who were involved in the construction industry, Troy developed a passion for building, which led to the creation of PSG Holdings and generating opportunities for Indigenous people across a variety of industries which in turn enabled Troy to support a number of community groups in his local area.

Troy observed that Indigenous Australians have role models in sport, the arts, academia and politics – but very few in business. Troy aims to be a role model and set an example for Indigenous owned businesses and business people.

Troy recognises that reconciliation through business is a very practical concept – it's about working together to find opportunities for Indigenous economic advancement.

As the leader of an established Indigenous owned and managed business, Troy focuses on exceptional delivery as well as achieving employment and social returns for Indigenous communities. The strengthening of Indigenous policies in procurement has enabled Troy and his team to increase economic growth for Indigenous communities alongside delivering meaningful outcomes for clients.

Troy's unwavering commitment to the strategic growth of Indigenous people and the enterprises they represent has created significant value for our clients and has enabled sustainable social benefits for both our community and country.





Josh Tinker
GENERAL MANAGER

Having worked for a number of Tier 1 construction companies, Josh has honed his skills and experience in all aspects of project management. Josh possesses expertise in team management with a focus on client satisfaction, quality, safety and environment. A competent leader, Josh is able to inspire the delivery of exceptional project standards. Josh is an exceptional communicator with a genuine desire to see the best result for all stakeholders. Highly motivated and results driven, Josh generates a positive response with all interactions.



Mark West
NSW/ACT OPERATIONS MANAGER

Mark is an astute project leader with a solid track record for the successful delivery of major Tier 1 projects. He has a thorough understanding of the design process, allowing him to successfully manage key project risks and implement sound design solutions. Mark is a reliable professional with exceptional management, negotiation, and interpersonal skills. He easily adapts to diverse situations and cultivates strong relationships with colleagues, clients, and stakeholders. His clear communication style facilitates effective negotiations to achieve the best outcome for all parties.



Luke Munro
COMMERCIAL MANAGER

Luke is an experienced Commercial Manager who maintains a calm and logical outlook, who is rarely satisfied with simply accepting the norm. His inquisitive yet rational nature allows him to break a problem down to its simplest components. Luke's extensive experience in the Sydney construction market has seen him successfully deliver a broad range of projects under D&C delivery methods in the sectors of Health, Education, Aged Care, Commercial and Multi-Residential. With a flexible and adaptive approach to project delivery, Luke is constantly looking to improve outcomes for all project stakeholders.



Rick McClelland
NATIONAL QSE MANAGER

As the National QSE Manager for PSG Holdings, Rick ensures all projects operate in accordance with legislative and safety system requirements. Rick is responsible for the planning and implementation of QSE guidelines across all upcoming and current projects. With over ten years experience in site safety management, Rick brings a wealth of knowledge regarding QSE legislation, Codes of Practice, Australian Standards, contracts and company policies.



Jon Myers
DESIGN MANAGER

With over thirteen years of dedicated experience in Construction Management, Jon has led projects spanning across Defense, Retail, Medical, Education, Laboratories, and Government sectors. He has a well-established history of success in design, project management, and commercial management, consistently providing innovative and cost-efficient solutions. Jon is responsible for expertly managing and controlling the design and associated documentation process for the building elements of the works to ensure delivery of conforming design with full certification and authority approvals.



Indigenous Engagement

PSG Holdings draws on a variety of engagement and employment strategies that provide authentic pathways and opportunities for Aboriginal and Torres Strait staff, communities and key stakeholders. Our company embodies the journey of “Achieving Reconciliation Through Business”.

With a commitment to excellent customer service and driven to improve economic opportunities for Indigenous Australians, PSG Holdings is leading the way for Indigenous businesses.

PSG Holdings has a fully implemented Stretch Reconciliation Action Plan (RAP), November 2021 - November 2024, that outlines core initiatives to amplify Indigenous engagement and employment opportunities.

Our RAP Working Group nurtures culturally informed advice and consultation. The RAP working group includes members from both Indigenous and non-Indigenous backgrounds.

In addition to this, we employ Indigenous staff members across all areas of our business, from our frontline to senior positions. This allows for shared knowledges and perspectives to resonate across our key business functions and foster diverse working environments.

We are proud that more than 13% of people who work at PSG Holdings, are Aboriginal or Torres Strait Islander. On average, 3% of the value of PSG Holdings’ Australian supply chain is sourced through subcontracting arrangements with Indigenous owned businesses. The company’s target, as reflected in its current annual business plan, which is to increase this supply chain expenditure from 3% to 5%.



INDIGENOUS
EMPLOYMENT



INDIGENOUS
SPEND



INDIGENOUS
BUSINESS & SUPPLIERS



INDIGENOUS
COMMUNITY ENGAGEMENT



Creating Sustainable Indigenous Value



KIMBERWALLI ABORIGINAL CENTRE OF EXCELLENCE
\$10m
Whalan, NSW

The old Whalan High School site in Mount Druitt, Western Sydney, has been repurposed to become the Western Sydney Aboriginal Centre of Excellence.

The project scope of works for the contractor involved design finalisation and construction, and conversion of the existing space into the new Aboriginal Centre of Excellence.

The intent is that this project is a community partnership and the new Centre will become a hub for young Indigenous Australians to harness their aspirations and talents.



YARPA ABORIGINAL BUSINESS HUB
\$1.2m
Liverpool, NSW

PSG Holdings were the design and construct contractor on the fitout of the Yarpa Business Hub in Liverpool. The office space enables Yarpa to connect to local business and help grow the capability and capacity of Indigenous businesses and is a one-stop-shop for Indigenous business owners, entrepreneurs and job seekers to connect to business and employment opportunities available throughout NSW.

PSG Holdings worked with renowned Indigenous architect Kevin O'Brien to develop a culturally immersive concept design, which was presented to the NSW Aboriginal Land Council for comment, before the detailed design was developed.



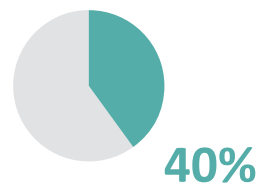
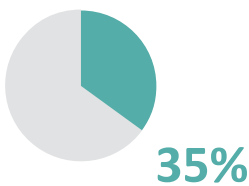
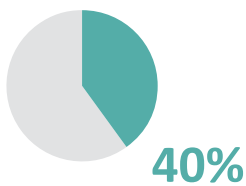
ABORIGINAL HOUSING OFFICE
\$1.2m
Waterloo, NSW

PSG Holdings were engaged by the Aboriginal Housing Office to complete works at 1-3 Lenton Parade in Waterloo with the aim of delivering an affordable housing works renovation that would address broader challenges of social and affordable housing for Aboriginal people.

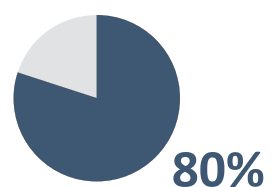
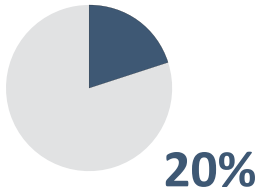
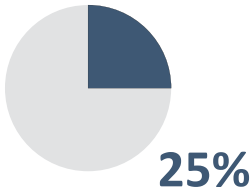
The project consisted of constructing appropriate, modern and functional upgrades to existing dwellings to enable affordable social housing options for members of the Indigenous community.

The works involved converting an existing single two story town house into a dual two story dwelling - one (3) bedroom and one (2) bedroom dwelling.

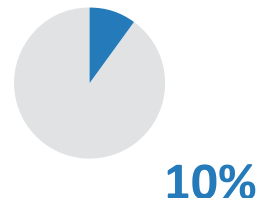
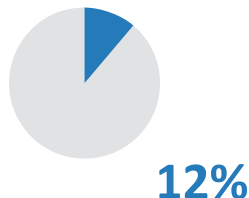
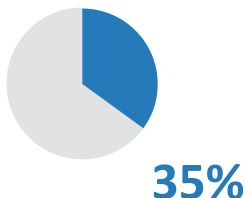
INDIGENOUS BUSINESS & SUPPLIERS



INDIGENOUS SPEND



INDIGENOUS EMPLOYMENT



OUR STRETCH RECONCILIATION ACTION PLAN (2021-2024)

PSG Holdings introduced a Reconciliation Action Plan for implementation from November 2021 to November 2024 to cement the company's strategic focus on introducing initiatives that enhance positive and sustainable outcomes for Aboriginal and Torres Strait Islander people and communities.

As part of solidifying this new strategy, PSG Holdings sought out the creative talent of Pat Caruso to produce an artwork that conveyed the company's founding story.

Pat's background is of Eastern Arrernte heritage. His connection to country/community has been disrupted by his mother's removal from Alice Springs in the mid-1950s.

As a part of his recognition to community and country, Pat studied visual arts at university, and uses his artwork and visual concepts as an expression of his strengthening connection.

He has had the pleasure of creating artwork for organisations such as Babcock, Reconciliation SA and Aboriginal Health Council of South Australia.





READ OUR RAP



Pat Caruso

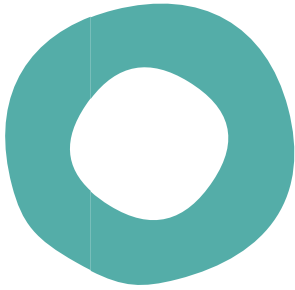
Eastern Arrernte Graphic Artist
from We Create Print Deliver



Projects







BAE SYSTEMS HEAD OFFICE REFURBISHMENT

BAE Systems

CLIENT

BAE Systems

LOCATION

Canberra, ACT

COMPLETION DATE

October 2019

VALUE

\$8m

SCOPE OF SERVICES

Design and Construct

DELIVERY MODEL

Managing Contractor

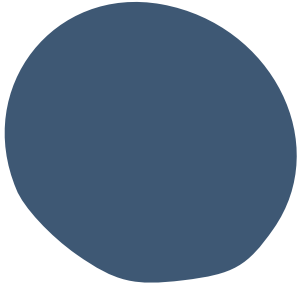
PSG Holdings were engaged as principal contractor by BAE Systems Australia to deliver two National Head Office locations. The works involved a complete strip out of the level, engineering infrastructure upgrades, high quality fit-out including significant acoustic treatment, complex engineering services installation and high end finishes.

The works involved a comprehensive strip out of the original fitout, installation of walls and partitions, feature ceilings, wall panelling and finishes, high end joinery, feature floor finishes including polished terrazzo flooring and custom made carpets, new

bathroom, state of the art audio visual systems, all finishes, fixtures and furniture as well as the electrical, fire, mechanical, security, communications and hydraulic services.

PSG Holdings were engaged early as preferred contractor to work with BAE Systems to develop value engineering options, critically analyse the program and carryout due diligence of the existing site conditions. Through these workshop and value engineering exercises, the team achieved the targeted budget and program ensuring that all scope under the original concept was delivered.





UTS TD SCHOOL REFURBISHMENT

UTS

CLIENT
UTS

LOCATION
Sydney, NSW

COMPLETION DATE
February 2023

VALUE
\$2.1m

SCOPE OF SERVICES
Construct Only

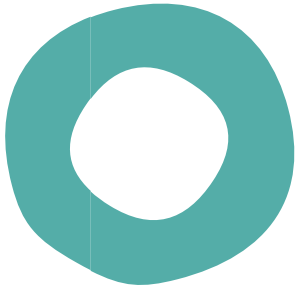
DELIVERY MODEL
Managing Contractor

PSG Holdings were engaged to deliver the refurbishment of the facilities for the TD School in Building 07 at the UTS campus in Ultimo.

The refurbishment works comprised of approximately 800sqm of vacant office space. The works required demolition of existing walls in part, and installation of new doors, walls, flooring, loose furniture and workstations as well as modifications to the building services (mechanical, electrical, hydraulic and fire). Audio visual equipment purchase and installation was also part of this contract.

This project was undertaken within an existing, live tertiary education environment, which was directly adjacent to live and operational Science Laboratories. Specific considerations were put in place to protect the integrity of the work being completed in these adjacent labs which included the installation of sealed hoarding along the construction line to mitigate issues related to dust and acoustics.





FIELD SUPPORT FACILITY

CSIRO

CLIENT
CSIRO

LOCATION
Canberra, ACT

COMPLETION DATE
July 2021

VALUE
\$6.75m

SCOPE OF SERVICES
Construct only

DELIVERY MODEL
Managing Contractor

PSG Holdings were engaged by CSIRO to construct the new Field Support Facility, at CSIRO's Black Mountain facility in the ACT.

As a business PSG Holdings have been working with CSIRO since 2015 and within the Black Mountain site for a similar timeframe.

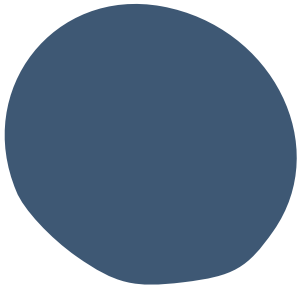
The scope of works for the Field Support Facility includes three specific parts:

- Construction of a 1,500m² Field Support Facility Laboratory and storage space that includes cold and freezer stores, amenities for wet and dry processing including

sorting field samples, storage facility for live bugs and insects as well as workshop facilities, amenities, storage areas, wash bay area and landscaping

- Demolition and removal of existing glasshouse including removal of concrete slab, decommissioning of existing mechanical units and services augmentation
- Construction of an undercover secure vehicle parking area to house vehicles and boating equipment including wash facilities and fuel storage and services augmentation.





GARDEN ISLAND CRITICAL INFRASTRUCTURE REDEVELOPMENT

Department of Defence

CLIENT

Department of Defence

LOCATION

Sydney, NSW

COMPLETION DATE

October 2022

VALUE

\$215m

SCOPE OF SERVICES

Design and Construct

DELIVERY MODEL

Managing Contractor

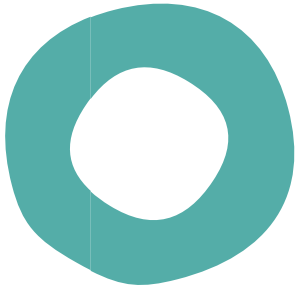
PSG Holdings were appointed as the Managing Contractors for the planning phase of the Garden Island Stage One Cruiser Wharf Upgrade. Planning and design for the upgrade commenced in January 2015 and by December 2017, PSG Holdings successfully delivered an innovative design solution that met the requirements of the brief.

PSG Holdings, in partnership with Lendlease, have successfully completed the delivery phase of the \$215 million project, which was due for completion in October 2022.

The Garden Island Defence Precinct (GIDP) is the only Major Fleet Unit on the East Coast of Australia.

Its primary role is to support home-ported and visiting Navy Ships. The aim of the Stage One Project was to address significant deterioration of the Cruiser Wharf and Oil Wharf by providing a new, fully functioning and operationally flexible wharf at the northern end of Garden Island. The new wharf is now capable of berthing and facilitating maintenance work on Navy vessels. This consists of a 70m extension of East Dock Wharf and a 370m long new Cruiser Wharf.





DPS MANAGING CONTRACTOR SERVICES

Department of Parliamentary Services

CLIENT
DPS

LOCATION
Canberra, ACT

COMPLETION DATE
January 2028

VALUE
>\$60m over 5 years

SCOPE OF SERVICES
Design and Construct

DELIVERY MODEL
Managing Contractor

PSG Holdings was granted by the Department of Parliamentary Services (DPS) a Capital Work Program of Major Works for 5 years (2023-2028).

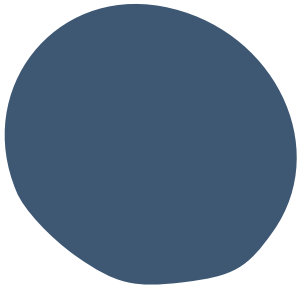
As Managing Contractor, PSG Holdings is embedded into the Department of Parliamentary Services greater team as an agent of the Commonwealth to deliver required capital project works.

The Parliament House is a sensitive environment both with regards to the heritage nature of the built form and the operational services that are carried out within the facility.

PSG Holdings manages works to ensure minimal impact throughout the duration of works and that the premises remains operational for key government services to the Australian public.

The Parliament House is a place of significant heritage value for the Australian people and PSG Holdings ensure that the heritage value is at the forefront of design development and construction works maintain the design intent.





SYDNEY ASSET MANAGEMENT UNIT (AMU) PORFOLIO

School Infrastructure NSW (SINSW)

CLIENT
SINSW

LOCATION
Sydney , NSW

COMPLETION DATE
On-going

VALUE
\$10.5m

SCOPE OF SERVICES
Various

DELIVERY MODEL
Various

PSG Holdings has been providing construction services to School Infrastructure NSW Sydney Asset Management Unit. Portfolio of projects include:

- North Package 2 project (Hunter region)
- Normanhurst Boys High School – TAS Upgrades
- Cronulla High School Hall Upgrade
- Clovelly Primary Public School – Hall Upgrade
- North Sydney Girls High School – Science Lab Upgrade (Block E)

- North Sydney Public School – Staff Room and Amenities Upgrade.

Projects include major upgrades works, demolition, extension, construction of new facilities and interior fit outs. PSG Holdings adopts effective project coordination to carry out the works with minimal interruption to the regular school schedule, ensuring high standards of quality are maintained throughout the duration of the project.





ATO REFURBISHMENT, NEWCASTLE
\$8m
Newcastle, NSW

PSG Holdings were engaged as Construction Managers to undertake the refurbishment of the Australian Taxation Office (ATO) Newcastle branch. Central to the projects success was the installation of a new state-of-the-art data centre, which included a technical CREMS Unit and Gas Suppression System.



HOLSWORTHY TRAINING FACILITIES
\$1.2m
Holsworthy, NSW

PSG Holdings were engaged for the delivery of the Department of Defence Holsworthy Army Barracks Training Facilities project. This project consists of thirteen (13) separate work packages at various locations within the army barracks, comprising new building works, refurbishment works and infrastructure.



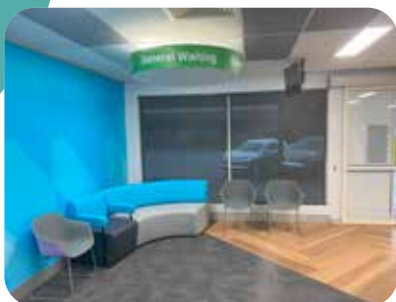
THE DEPARTMENT OF PRIME MINISTER & CABINET
\$24m
Canberra, ACT

This project included the multi staged, multi site fit-out and refurbishments for the Prime Minister and Cabinet Office (PM&C) at their Centra Plaza and One National Circuit Offices. The refurbishment program was carried out in six stages over three years, which enabled the works to be seamlessly transitioned with minimal impact to operational capacity.



PM&C MAIN COMPUTER ROOM UPGRADE
\$2m
Canberra, ACT

PM&C engaged PSG Holdings to carry out major service upgrade to their Main Computer Room (MCR), which houses their highly secure ICT infrastructure. The MCR remained operational during the project which involved the removal of critical infrastructure and the installation of new infrastructure to support the departments requirements.



SERVICES AUSTRALIA REFURBISHMENT PORTFOLIO
\$15m annually
NSW, ACT, QLD, SA & VIC

PSG Holdings has a rolling contract with Services Australia for the provision of approximately six fitouts per year to existing premises. The works are predominantly completed in regional areas. PSG Holdings are engaged as the construction manager and are responsible for planning, design and construction.

1SECFOR LOGISTICS WAREHOUSE

\$7m

RAAF Williamtown, NSW

PSG Holdings managed construction of a new logistics warehouse within the RAAF Base Williamtown precinct, in June 2018. The project consisted of a logistics warehouse, annex, garages, stores, office accommodation and car parking area which was delivered in a secure, operational Defence facility.



JUNEE CORRECTIONAL CENTRE

\$42m

Junee, NSW

The expansion project involved upgrading the medium and minimum security correctional centre including the construction of a 480 bed maximum security facility adjoining the existing centre. PSG Holdings managed building works inside the existing centre expanding its services to provide the capacity required.



4SQN - VEHICLE SHELTERS AND BUILDING 20 REFURBISHMENT

\$4.8m

RAAF Williamtown, NSW

PSG Holdings were engaged to undertake the construction of the 4SQN Vehicle Shelter and Building 20a & 20c Building Works as part of the wider Stage 2 Redevelopment of RAAF Base Williamtown. The works have provided the 4SQN with secure vehicle and equipment storage facility with adjacent compound area and upgraded office and warehouse facilities.



YARPA INDIGENOUS BUSINESS HUB

\$1.2m

Liverpool, NSW

PSG Holdings were the D&C contractor on the fitout of the Yarpa Business Hub and Liverpool. The office space enables Yarpa to connect to local business and help grow the capability and capacity of Indigenous businesses and is a onestop-shop for Indigenous businesses and job seekers to discover opportunities available throughout NSW.



CSIRO BLACK MOUNTAIN, BUILDINGS 73 & 301

\$8.0m

Canberra, ACT

PSG Holdings were engaged as Construction Manager for the refurbishment of buildings 73 and 301 at the Black Mountain Laboratories Campus, ACT. The scope of works for the construction works included the internal strip-out and reconstruction of laboratory facilities and office spaces within the buildings.



Our systems and procedures are of the highest standard in accordance with Australian standards for Quality, Safety and Environment.

ACCREDITATIONS & CERTIFICATIONS

PSG Holdings aim to exceed legislative requirements across all Quality, Safety & Environmental platforms. We hold the highest level of safety certification from the Office of the Federal Safety Commissioner (OFSC), as well as ISO certifications 14001, 9001 and AS4801.



Contact Us

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