

Hugh Porter

Chartered Engineer and Fellow of the Institution of Civil Engineers
BEng (Hons) ACGI FICE CEng FRSA



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... bringing to life long-term commercial success for customers and teams

I identify, create and deliver successful and profitable **customer solutions** including commercial and procurement activities through

Application of creative thinking to reduce overall risk and costs whilst also creating further value of agile resilience to deal with future change

- as a commercial lead in defence and rail sectors devised, led and negotiated innovative pricing and commercial alternatives that secured £1.7bn of work on four programmes
- these programmes have successfully delivered the key stakeholders outcomes

Leading, inspiring and developing the commercial and other teams that are involved in these activities

- using communication, including empathic listening and dialogue, on a group and personal level
- presenting to teams, wider stakeholders at regular and one events such as external conferences to build understanding, confidence and deepen relationships

and I have a proven track record of success in achieving targets, managing risk and delivering value for money:

notable executive and senior operational roles

- **Head at Lend Lease EMEA** (*last two years*)
- **Executive Director at Morgan Est plc** (*previous three years*) and
- **Managing Director of Carillion's MODern Housing Solutions** (20 years at Carillion)
- **Commercial Director and Manager in Carillion** and Joint Venture companies

... close to 25 years' experience and success in large scale programmes and UK construction market

Since graduating from Imperial College London in 1988 Hugh's worked across **infrastructure, property, construction** and **facilities services sectors** in UK and overseas always approaching with a strong **commercial management** and **people** focus

- Large infrastructure project experience includes site construction
 - **Motorways** - M40 Banbury, M6 J20-21a near Warrington
 - **Rail systems** - Jubilee Line Extension (2 stations), London Underground track renewals (£50m spend/ year for three years), Channel Tunnel Rail Link Phase 2 (£130m contract), National Grid electrical transmission tunnels and other regulated asset owner frameworks in water, gas and electricity
 - **Power stations** - hydro-power in UK, Germany, Switzerland, USA and Egypt
 - **Regulated utilities** frameworks - water, gas and electricity

... with Defence, Transport, Energy sector expertise

Key personal skills and competencies

- Commercial management of cost, value and cash
 - Budget control, financial and performance management
 - Co-ordinating acquisition and due diligence processes
 - Operational management of construction and services businesses and projects
 - Comprehensive analysis of complex systems and an ability to summarise into models
 - Creating financial and other business models to support business cases
 - Corporate governance; leadership, controls and policy development
 - Innovative problem solving and winning solution development that deliver benefits
 - Bidding, negotiating and securing major construction projects and long-term facilities management contracts; *incl. best practice and task based, three point with discrete risk estimating*
 - Planning, implementing and bedding in new business and projects
 - Internal and external communication and branding
 - Market analysis and strategic business development
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Key personal attributes

- Strong belief the customer is always right and deserving of affordable excellent, improving services and care
 - Fascinated to understand challenges from a customer's perspective and keen to learn from wide experiences of others in order to build, test and deliver appropriate solutions
 - Passionate about releasing people to achieve their potential
 - Encourages teams to build together, improve and achieve more for less
 - Committed to make a difference in the changes required with move to low carbon economy
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Specific achievements in last 5 years

- > 70% success in winning work where personally leading; average return > 6% net margin on > £1.5bn work secured
 - Employee feedback between 2008 and 2010 indicating >30% improvement in positive views of all employees in their understanding and belief in both strategic direction and communications
 - new employee newspaper, Insite, a finalist and high commended at 2010 Chartered Institute of Public Relations (CIPR) Excellence Awards; tabloid or digital to all employees at 20% lower cost
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Experience

Woodrush Solutions Limited (incorporated January 2011)

Owner and customer solutions consultant

January 2011 to current (interim self-employment, current)

Primarily focused on supporting customers in the built environment providing services including

- ▶ strategic business consulting, including business plans, developing customer and sector awareness, propositions and action plans that get used
- ▶ supporting work winning on major bids from inception (market knowledge, approach & win themes) through to bid compilation (three point estimating, bid management and controls) and customer interviews (understanding brief and sound preparation)
- ▶ supporting and embedding sound business development processes and delivery that get results

Lend Lease, EMEA region (Europe, Middle East and Africa)

Head of Research and Market Strategy EMEA, Project Management & Construction

May 2011 to June 2013 (2 years)

Defining, recruiting and making productive a new Origination function (Work Winning, Marketing Communications, Pipeline, Research and Key Account Management). Project management for new Customer Relationship Management solution, Head of Research and deputy to Head of Origination.

Morgan Sindall Group plc (2 years 9 months)

Strategy Director at Morgan Sindall (Infrastructure) plc, formerly Morgan Est plc

June 2008 to February 2011 (2 years 9 months)

Executive Director with responsible for strategy and business development together with internal and external communications and branding in Morgan Est. Morgan Est has annual turnover £750m-£800m, 4,000 employees and is a top 4 UK service provider in water, energy and transport infrastructure sectors.

Introduced simplified customer account management with specific focus and ownership of operational people for existing sectors - A3 dashboards introduced for each customer and sector to enable action and smarter briefing of more people. Small central team has supported improved work winning capability and credibility in differentiated, growth opportunities with higher margins; targeting customers' needs as UK transitions towards a low-carbon economy.

Reorganised communications team by integration of branding, graphics design, internal and external communications people, increasing multi-skilling and in-sourcing activity that provide simpler and clearer channels; output and scope have increased substantially on lower budget.

- rolling 12 month forward order book has increased by 30% 2008 to 2010
- 250+ research and new business ideas considered in last 26 months leading to circa ten well considered value driven opportunities that will drive significant growth in profit and sales
- Morgan Est: voted Best Place to Work in Construction 2009, awarded Silver band in the Business in the Community's (BITC's) 2009 Corporate Responsibility Index

Carillion plc (19 years 8 months)

General Manager at Carillion Direct Sourcing

March 2007 to May 2008 (1 years 2 month)

Leading and recruiting the UK end of the team (15 people, overhead c£3.5m, initial sales target £20m) to set up a robust, direct sourcing capability for Carillion businesses initially from the SE Asian markets servicing both the UK and Middle East businesses.

- defined and implemented gateway control process with clear interfaces with China, completed UK deliveries and created initial catalogue of direct supplies
- enabled closure of Holdfast's Royal School of Military Engineering £5.6bn, 30 year contract by facilitating understanding and closure £120m life-cycle gap (two months)

Managing Director at MODern Housing Solutions (Commercial Director to December 2006)

April 2005 to March 2007 (2 years)

Leading the joint venture company through set up, integration and mobilisation of a completely new company, 500 people transferred under TUPE from 40+ complex regional contractual terms into a unified England and Wales target cost contract providing responsive and planned maintenance to 40,000+ Service Family Accommodation over a seven years period. Turnover £130m+ per year and 600 people in supply chain.

- maintained good relationship with customer leadership and Joint Venture supervisory through challenging mobilisation - high backlog and stretched resource
- led commercial resolution of the first 2 years achieving return in line with tender

Commercial Director at Carillion Defence

May 2003 to April 2005 (2 years)

Led commercial and estimating teams for Carillion led joint ventures (JVs). Won two out of the two seven plus three year Defence Estates's prime contracts that are worth up to £1.5bn.

- developed innovative commercial and pricing strategy involving supply chain integrated into one team pricing three point estimates of tasks overlain by detailed definition of uncertainties and discrete risk
- supply chain terms back to back with pricing and including significant efficiencies
- successfully working on two major bids in parallel and with several JV partners
- Joined Carillion's 'Top 20' (2004) following Carillion Leadership Programme (2001)

Commercial Manager at Carillion Rail (Alliance Cost and Value Manager to April 2002)

April 1998 to April 2003 (5 years 1 month)

Concluded estimating and led commercial negotiation to secure Channel Tunnel Rail Link (CTRL) Contract 576 (£118m target price contract, design & build) for 4 year high-speed track and overhead catenary contract. ACT JV made up of Alstom Transportation Projects Limited, Carillion Construction Limited & Travaux du Sud-Ouest (TSO). Contract met tendered margin.

Led Carillion's commercial team for LUL's Corporate Track Alliance Project (year three on led for Alliance partner's GrantRail and Trackwork), contract turnover £18m-60m/annum.

Operational leadership role (12 months for Carillion) involving regular liaison/dialogue with 30 day staff and 100 night personnel.

Hugh Porter

- created task based estimating tool to negotiate target prices on LUL contract
- lead cost reduction programmes at LUL and achieved double tendered margin plus significantly cash positive
- co-ordinated multi-disciplinary due diligence team in acquisition of a SRS Scandinavian rail business; annual turnover £25m, 420 employees, four countries

Senior/Section Engineer at Carillion Civil Engineering Major Projects Division

December 1993 to March 1998 (4 years 4 months)

Work winning team on major tenders including CTRL Section 1 and leading the commercial and estimating teams in winning our tender on LUL's 5 year CTAP, valued at £200m.

Section management for two years leading team of 15, M6 J20-21a £110m, in fast-track main carriageway reconstruction and detailed interchange remodelling works adjacent to live traffic.

- Health & Safety Executive/UMIST Positive Safety Survey Site Manager (6 months)
- Secondment to Business in the Community in Balsall working with Dick Atkinson
- On-time, snag free and 15% savings to budget for main carriageway works with improved planning and daily front-line quality and production meetings

Head of Financial, Hydraulic and Energy Modelling at Mersey Barrage Company

July 1989 to November 1993 (4 years 4 months)

Led five person section of multi-disciplinary team working up detailed proposals for a tidal power project on the River Mersey in several stages of feasibility studies (valued c £20m, 100+ people). Managed, planned and implemented the financial, energy and hydraulic modelling studies. Seconded for 12 months to Sulzer Escher Wyss (now Andritz Hydro) in Zurich and Ravensburg working on civil/mechanical interface of major hydro schemes across the world.

J H Porter and E A Wilson, Hydrodynamic Modelling Of The Mersey Estuary For A Tidal Power Barrage, 2nd Int. Conf. on Hydraulic & Environmental Modelling, Bradford, 1992

Engineer at Carillion Civil Engineering Major Projects Division

September 1988 to June 1989 (10 months)

£90m M40 new build at Banbury; concrete reinforced structures, earthworks and carriageways.

Additional Information

Education	1985-1988	BEng(Hons), Civil Engineering, Imperial College, London
	2000-2001	Carillion Leadership Programme (MBA modules Aston Business School, A+ for Strategic Marketing project)
	July 2014	CSCS Black Card, Project Manager (Construction) <i>expiry date</i>
Membership		Fellow of Institution of Civil Engineers (FICE) Member of Permanent Way Institution Fellow Royal Society for the encouragement of Arts, Manufactures & Commerce (FRSA) – combines cutting edge research and policy development with practical action
Language		English fluent, French conversational, German elementary
Support to wider community		Outside of work Hugh has helped schools and other sectors of the community through providing advice and other support on Health and Safety issues, sustainable transportation solutions and web site development. Professionally he has been active in the Institution of Civil Engineers' local associations, supporting initiatives to raise awareness of the challenges provided by industry and engineering and in mentoring people.