

STEVE TENNANT ASSOCIATES LTD

CURRICULUM VITAE

OF

STEPHEN TENNANT FRICS, FCInstCES, MAIB

Accredited General & Evaluative Mediator
Registered Dispute Avoidance & Resolution Adviser
Certified NEC ECC Professional
Expert Testifier - Quantum & Delay

(Chairman – Steve Tennant Associates Ltd)
March 11, 2025



STEVE TENNANT ASSOCIATES LTD

Level 16, The Hong Kong Club Building,
3A Chater Road, Central, Hong Kong
Tel: +852 3708 1822
Email: steve@stevetennant.com

Steve Tennant Associates
Stephen Tennant, FRICS, FCInstCES, MAIB
Curriculum Vitae

HONG KONG ~ SOUTH EAST ASIA – EUROPE

Large-scale (USD 1B+), multi-Interface, complex, Infrastructure, Civil Engineering, and iconic Building Projects

Local and international experience, planning and delivering successful on-time, on-budget, mega-sized integrated building developments and infrastructure projects and/or disputes arising therefrom in Hong Kong, Macau, Malaysia, Philippines, Singapore, and Thailand. Solutions generation and dispute resolution as a Strategic Planner, Dispute Avoidance and Resolution Adviser, Mediator, Joint Venture Facilitator. Provider of Expert Reports and Testimony for Quantum, Delay, Construction Insurances, Project Management, Procurement and Personal Earnings Impairment. Also NED, INED and Trustee of various organisations.

HIGH INTEGRITY ~ WIDE NETWORK OF INFLUENCE ~ MULTI-CULTURAL AWARENESS

EXPERTISE ~ MEMBERSHIPS ~ LISTINGS ~ SELECTED APPOINTMENTS

Key Areas of Expertise

- ❖ Leadership
- ❖ Strategic Planning
- ❖ Tendering & Tender Management
- ❖ Joint Venture Agreements, Operations & Facilitation
- ❖ Risk / Opportunity Management
- ❖ Prequalifications
- ❖ Insurances
- ❖ Commercial Management
- ❖ Project Management
- ❖ Claim Preparation / Defence & Advocacy
- ❖ Expert Reports & Testimony
- ❖ Mediator, Facilitator & Dispute Solution Adviser
- ❖ Incorporated Owners Committees
- ❖ Contract Terminations

Featured Expertise

- ❖ Prepares and presents expert advice and reports on project and strategic management, project delay, cost, value, contract administration, personal earnings impairment and negligence, providing testimony in arbitration and litigation proceedings, in addition to sitting as a mediator.
- ❖ Experienced in the use and delivery of FIDIC, NEC, GCC private, public and bespoke forms of contract, including PPP/BOT concessions, Design & Build, Target Cost in Hong Kong and Internationally.
- ❖ Pivotal in alternative dispute resolution, joint venture negotiations, tender negotiations, procurement, project management and contract administration.
- ❖ Performs consulting services in dispute management, commercial/project management, procurement, prequalification & tendering, construction software, business development and marketing, executive mentoring.
- ❖ Retained by Governments, Project Owners, Main Contractors, Sub-contractors, Suppliers and Consultants as well as Banks and Fund Managers.

Memberships and Listings Held

- ❖ Fellow Member, Royal Institution of Chartered Surveyors.
- ❖ Fellow Member, Chartered Institution of Civil Engineering Surveyors.
- ❖ Corporate Member, Australian Institute of Building.
- ❖ Accredited General Mediator, HKIAC, HKMAAL.
- ❖ Accredited Evaluative Mediator, RICS.
- ❖ ICES Certified NEC ECC Professional.
- ❖ Dispute Avoidance and Resolution Adviser (DARA), HK Housing Authority.
- ❖ Dispute Resolution Advisor (DRAd) HKSAR Government.

Career Chronology

STEVE TENNANT ASSOCIATES LTD, World-Wide	2022–Present
Chairman	
PLUS THREE CONSULTANTS (HK) LTD, Hong Kong & Asia	2022–2023
Board Adviser	
PLUS THREE CONSULTANTS (HK) LTD, Hong Kong & Asia	2013–2022
Managing Director	
PLUS THREE CONSULTANTS (M) Sdn Bhd, Malaysia & Asia	2013–2022
Non-Executive Director	
HIG ASIA PACIFIC Sdn Bhd, Global	2010– Present
Board Adviser	
SOUTH EASTERN CORRIDOR (PMC) Sdn Bhd, Malaysia & SE Asia	2010–2013 and
Project Director, Chief Executive Officer	2007–2008
MELCO CROWN ENTERTAINMENT LTD, Hong Kong & Macau	2006–2007
Technical Director, Contracts	
AON HONG KONG LTD, Hong Kong & Asia	2004–2006
Director of Construction and Infrastructure Insurances	
NISHIMATSU CONSTRUCTION CO LTD, Hong Kong & Asia	1981–2000
Quantity Surveyor to Senior Commercial Manager/Director	
FRANKI CONTRACTORS LTD, Hong Kong	1980–1981
Quantity Surveyor	
TAYLOR WOODROW INTERNATIONAL LTD, UK, Oman & Nigeria	1975–1980
Assistant Quantity Surveyor to Quantity Surveyor	

Tender and Manage:

- ❖ Large-Scale Tunnel Projects (>70km driven)
- ❖ Mass Transit Railway Systems (elevated / at grade/ underground)
- ❖ Highways (elevated / at grade)
- ❖ Container Ports
- ❖ Reclamations
- ❖ Deep Basements /Heavy Foundations
- ❖ Water Treatment Plants
- ❖ Coal-fired Power Station / Distribution Networks
- ❖ District Cooling
- ❖ Universities and Schools
- ❖ High-rise Apartments
- ❖ High-rise Office Towers
- ❖ Hotels (5-6 Star) and Gaming Resorts
- ❖ Multi-storey Shopping Centres

Steve Tennant Associates
Stephen Tennant, FRICS, FCInstCES, MAIB
Curriculum Vitae

Training

Facilitative Mediation – The Accord Group, Sydney, Australia
1998 – Core Mediation Training Programme

Evaluative Mediation – Royal Institution of Chartered Surveyors, UK
2017 – ACRE™ Mediation Module 3

Expert Witness – The Academy of Experts, London, UK
2014 – Role & Responsibilities of the Expert
The Expert's Report
Going into Court

Certified NEC ECC Professional – BK Surco Training, Hong Kong
2019 – Chartered Institution of Civil Engineering Surveyors Register

Adjudicator Accreditation Training - Hong Kong Institute of Construction Adjudicators
2024

Non-Executive Director Diploma Asia – the Financial Times
2022 – UK Level 7 Advanced Professional Diploma, Cohort 18
The Effective NED
Directors' Duties & Liabilities
Board Structure & Performance,
Risk Management
Audit & Financial Reporting

Time Scheduling Software – Various Courses
Elecosoft Powerproject, MS Project, Turbo Chart by Linear Project Software all of which software licenses are held.

Selected Appointments

The following is a listing of some of the appointments and projects that Stephen Tennant has performed during his 40+ year career. The listing is not exhaustive and full details have not been included. Accordingly, it is possible that a specific experience that you seek has been gained but is not described below. Please feel free to contact Stephen for further details.

Mediation

Mediation Appointments

- ❖ 8 appointments as Mediator:
 - 5 for construction disputes, including quantum and time
 - 3 for commercial / employment disputes
 - 4 appointments to assist a party in mediation

Post Contract

Post-Contract Appointments

❖	Form of Contract	Type of Appointment	Stephen Tennant Role
○	Various	Expert Quantum Quantity Surveying Reports for Arbitration / Litigation	Appointed by the Liquidator of one of China's largest Property Developers, listed on the Hong Kong Stock Exchange, to provide expert quantity surveying opinions in respect of valuation of construction contracts and other matters. Liquidation followed the Company's inability to restructure its liabilities said to be in excess of USD300 billion.
○	FIDIC Gold Design, Build &	Preparation of Claim Documents and	Appointed by a Joint Venture of international Contractors to prepare claim documents and presentation to the

Steve Tennant Associates
Stephen Tennant, FRICS, FCIInstCES, MAIB
Curriculum Vitae

	Operate as used by Multilateral Development Banks	presentation to the Dispute Board	Dispute Board for a dispute arising from a contract for design, supply, manufacture, testing, delivery, installation, completion, commissioning, operating, and maintaining of a wastewater plant in Vietnam. Leading a 4-person team of quantity surveyors and programmers.
o	Standard Form of Building Contract for use in the HKSAR Private Edition - With Quantities 2005 Edition	Expert Report - Quantum	Appointed by a Project Owner to act as the Quantum Expert Witness in an arbitration with the main contractor for disputes arising out the construction of a specialist industrial building in the New Territories. Leading a 5-person team and liaising with a separately appointed delay expert.
o	Government Building Form 1999	Expert Report Services for disputed Quantum in Mediation and Arbitration	Appointed by HK Government for one of its Departments to act as the consultant team leader and lead Quantum expert including testifying to assist the Department in dealing with multibillion HK\$ disputed matters relating to valuations, measurement and disruption. The disputes arise from the performance of one of Hong Kong's largest construction contracts for a major facility with services provided initially in mediation and unresolved matters being resolved in arbitration. Leading a 6-person team.
o	Standard Form of Building Contract for use in the HKSAR Private Edition - Without Quantities 2006 Edition	Expert Report Services for disputed Quantum & Delay matters in Arbitration	Appointed by a Hong Kong University in arbitration proceedings with its Main Contractor arising out of an on-campus construction project. Requested to review Claimant and Respondent disclosed documents and identify further documents necessary for later expert reports.
o	Government Civil Engineering Form 1999	Mediator	Appointed jointly by the Main Contractor and the HK Government to act as Mediator regarding several disputes with a value of approx. USD1m arising from the performance of an infrastructure contract in Hong Kong.
o	Government Civil Engineering Form 1999	Expert Report Services for disputed Quantum & Delay matters in Mediation and Arbitration	Appointed by HK Government for one of its Departments to act as the multi-disciplinary consultant team leader and lead expert including testifying to assist the Department in dealing with multibillion HK\$ disputed matters relating to valuations and extensions of time. The disputes arise from the performance of one of Hong Kong's largest construction contracts including a major iconic building with services provided initially in mediation and unresolved matters being resolved in arbitration. Leading a 5-person team.
o	Standard Form of Building Contract HK, (Without Quantities) Second Edition 1976 (April 1998 Revision)	Expert Report - Quantum	Appointed by the Incorporated Owners of an estate comprising four high rise residential tower blocks, car parks and other communal areas to prepare an expert quantum report for arbitration concerning (1) the valuation of the Main Contractor's final account, (2) the Incorporated Owner's counterclaim for defects and outstanding work arising from the renovation works to the estate.

Steve Tennant Associates
Stephen Tennant, FRICS, FCInstCES, MAIB
Curriculum Vitae

- | | | |
|--|---|--|
| o Government Civil Engineering Form 1999 | Expert Report - Quantum | Appointed by HK Government for one of its Departments to prepare an Expert Quantum Report for Arbitration concerning the valuation of the Main Contractor's final account for the performance of a substantial elevated steel and concrete walkway with lifts, staircases and associated works including road and drainage, E&M, landscaping, structural modification, and utility diversions. The 26 heads of dispute presented by the Contractor total some HK\$125m, excluding interest and contract price fluctuation. Leading a 2-person team. |
| o Hong Kong Housing Authority General Conditions of Contract for Foundation Works 2013 Edition (version 1.1) | Dispute Avoidance & Resolution Adviser - DARA | Jointly appointed by the Hong Kong Housing Authority and the Main Contractor for a Basement and Foundation Contract (for a 31-storey residential apartment block to be constructed under a separate contract). Located on a small site formed on reclaimed land with a high-water table, adjacent to the seawall wall. The period for completion was short and subject to programme constraints. |
| o HKCA Standard Form of Domestic Sub-contract (2008 Edition) | Expert Report - Quantum | Appointed by a Main Contractor to prepare an Expert Quantum Report following the issuance, by a Marine Works Sub-Contractor, of a Notice of Arbitration concerning the valuation of his final account for the performance of marine works forming part of an iconic Hong Kong Government project. An amount of HK\$68.8m not including interest and contract price fluctuation was claimed by the Claimant. In the Arbitration Hearing, 5.5 hours of testimony was provided in a hot tubbing session, sitting with the Claimant's quantum expert. Successful outcome for Client. |
| o First RICS (HK Branch) Edition 1986, Second amendments published July 1999 | Expert Report – Delay | Appointed by a Project Owner to prepare an Expert Delay Report arising from the Main Contractor's issue of a Notice of Arbitration proceedings for a high-rise apartment complex in Hong Kong. Matters included disputed Extension of Time awards and remaining Extension of Time entitlements. |
| o First RICS (HK Branch) Edition 1986, Second amendments published July 1999 | Expert Report – Quantum | Appointed by a Project Owner to prepare an Expert Quantum Report arising from the Main Contractor's issue of a Notice of Arbitration proceedings for a high-rise apartment complex in Hong Kong. Matters included loss and expense claims under contract and at common law from the Main Contractor, disputed Final Account and the Project Owner's counter claim. |
| o First RICS (HK Branch) Edition 1986, Second amendments published July 1999 | Quantum Assessment and Liabilities Review | Appointed by a Project Owner to undertake an assessment exercise arising from the Main Contractor's issue of a notice of Arbitration proceedings. The assessment included reviewing a Scott Schedule prepared by the project team and advising on possible quantum and liabilities in respect of claim and counter claim, disputed final account, EOT awards and allegations of non-compliance with Specification. Leading a team of 3 persons. |

Steve Tennant Associates
Stephen Tennant, FRICS, FCIInstCES, MAIB
Curriculum Vitae

- | | | |
|---|---|--|
| ○ Bespoke | Claim Preparation | Appointed by a Main Contractor for a major cable transmission tunnel in S.E. Asia to prepare multiple extension of time and loss and expense claims and valuation of major variations, including omissions for a lump sum design and build contract. Formulation of strategy to avoid going to arbitration, whilst obtaining satisfactory resolution. Leading a team of 2 Directors and 3 consultants. |
| ○ Standard Form of Building Contract HK, (Without Quantities) Second Edition 1976 (April 1998 Revision) | Commercial Adviser | Appointed by the Incorporated Owners of an Estate to advise them on (i) the commercial aspects of the Contract they had entered into with a Contractor for a substantial renovation of their estate, in particular the final account, awards of extensions of time, achievement of completion obligations including rectification of defects and (ii) the Architect's duties and obligations to the Incorporated Owners under his conditions of appointment and his fulfilment of the same. |
| ○ First RICS (HK Branch) Edition 1986 | Quantum Assessment | Appointed by a Project Owner to undertake an assessment of its liability to its former main contractor who had determined the contract with the Project Owner for a luxury housing development. The assessment included reviewing a Scott Schedule prepared by the project team and assessment of interest payable to the main contractor and valuation of loss of overheads and profit, with a view to providing a foundation for a negotiated commercial settlement, outside of arbitration. |
| ○ Bespoke | Independent 3 rd Party Appraiser | Appointed by a Project Owner to carry out an independent third-party appraisal of the Project Management team's recommendation to terminate the Main Contract for an iconic building project located in Asia and identification of alternatives. |
| ○ Government Civil Engineering Form 1999 | Dispute Resolution Adviser | Jointly appointed by Hong Kong Government & Main Contractor for a large infrastructure contract at commencement of works to assist and advise on the resolution of disputes and project management issues, before the matters need to be referred to formal Dispute Resolution. |
| ○ First RICS (HK Branch) Edition 1986 | Expert Report – Quantum | Appointed by a Main Contractor to provide an expert report & testimony for Arbitration on his entitlements arising from a disputed final account, including a counter claim from the Project Owner for a luxury housing development in Kowloon. Matter resolved before hearing took place. |
| ○ First RICS (HK Branch) Edition 1986 | Expert Report – Delay | Appointed by a Main Contractor to provide an expert report & testimony for Arbitration on his entitlements arising from multiple extension of time claims and a counter claim of non-completion from the Project Owner arising from a luxury housing development in Kowloon. Matter resolved before hearing took place. |
| ○ Bespoke | Expert Report – Project Management | Reviewing and reporting to the End User on the performance of a Project Manager in its standards of project management for the design and construction of a ground transportation centre, being entrusted works |

Steve Tennant Associates
Stephen Tennant, FRICS, FCInstCES, MAIB
Curriculum Vitae

		managed on behalf of the End User, under the terms of an entrustment agreement. Dispute resolved outside of Arbitration.
○ HKIA Second Edition (May 1979 Revision)	Expert Report – Negligence	Reporting to the Owner on allegations of negligent contract administration (made by a funding agency) against an Architect in respect of a Foundation Contract. Dispute was settled outside of Court.
○ Ad hoc	Expert Report – Negligence	Advising an Owner on possible negligence of Architect and Project Manager in respect of administering various contracts for a high-class retail shopping development. Dispute was settled out of Court.
○ HKIA Second Edition (May 1979 Revision)	Expert Report – Contract Performance	Concerning the determination of a Nominated Sub-Contract. Dispute was settled outside of Arbitration.
○ Insurance Policy	Expert Report – Quantum	Advising a Receiver in connection with a Contractor's insurance claim.
○ Government Civil Engineering Form 1999	Expert Report – Liability & Quantum	Advising a Government Department, in Mediation with a Contractor, concerning Liability and Quantum arising from alleged omitted items from the Bills of Quantities. Dispute settled in Mediation.
○ Bespoke	Expert Report – Liability & Quantum	Advising an Employer, in Mediation with an Engineering Consultant, concerning liability and quantum arising from additional fees claimed. Dispute settled in Mediation.
○ RICS HK Branch First Edition	Expert Report – Quantum	Preparation of a Quantum Report for a Contractor arbitrating against the Employer concerning the Disputed Final Account for a high-rise block of luxury apartments in Mid-Levels, Hong Kong. Arbitration proceedings commenced.
○ N/A	Expert Report – Earnings Impairment	Preparation of a Report on employment prospects and potential lost earnings for a personal injury claim in the Royal Courts of Justice, Queens Bench Division, UK. Case settled out of Court.
○ Ad Hoc	Expert Report & Testimony – Quantum	HCCT 40/1999. Dispute between Electrical Contractor and Electrical Sub-contractor over termination / repudiation of HK\$77.6 million sub-contract involving several high-rise apartment blocks. Quantum evaluation of claim, defence, and counterclaims in Own and Joint Reports. Examined and Cross-examined in High Court. Assisted in Civil Appeal No. 1120 of 2000.
○ Ad Hoc	Expert Report – Quantum	HCCT45/2000 and 54/2000. Dispute between Foundation Contractor and Foundation Sub-contractor over termination / repudiation of multi- million design and build foundation sub-contract for high-rise apartment buildings. Quantum evaluation of claim, defence and counterclaims and production of Report. Dispute was resolved outside of Court.
○ Bespoke	Neutral Evaluation – Quantum	Neutral evaluation of disputed cost claim between South East Asian Government and International Contractor

Steve Tennant Associates
Stephen Tennant, FRICS, FCInstCES, MAIB
Curriculum Vitae

		arising from construction of a Ministry Headquarters building.
○ Bespoke	Dispute Resolver – Quantum	Dispute between IT Main Contractor (in receivership) and IT sub-contractors, all based in New Zealand. Matter resolved with receiver.
○ MTR Corporation	Contractual Advice	Advice as to whether Employer's Requirements had been varied in a Design and Build Contract and the Contractor's entitlement to additional monies.
○ Government Building Form 1993	Contractual Advice & Advocacy	Preparation of claims for a Main Contractor concerning changed Employer's requirements for a design and build building contract.
○ RICS HK Branch First Edition	Contractual Advice	Advice concerning contractual entitlements arising from a design and build piling contract.
○ Bespoke	Contractual Advice & Advocacy	Preparation of an extension of time for a sub-contractor against the main contractor on an elevated highway contract.
○ Kowloon Canton Railway Corporation West Rail, Hong Kong	Contractual Advice & Advocacy	Investigation, Preparation (for Main Contractor), of presentation (to KCRC) and agreement of substantial extension of time entitlements to Key Dates on an elevated and at grade Rail project.
○ Bespoke	Contractual Advice	Advising a specialist sub-contractor undertaking a design and build sub-contract as to the contractual implications of various instructions issued by the Main Contractor/Architect.
○ Various	Joint Venture Facilitation	Jointly appointed by parties in Joint Venture to facilitate improved operations and effectiveness of Joint Venture in undertaking its obligations.

Pre-Contract

Pre- Contract Appointments

❖ Document Form	Nature of Appointment	Stephen Tennant Role
○ Bespoke	Consortium Formation & Pre-Qualification	Appointed by one of Asia's largest Contractors to find potential partners to prequalify and bid for works packages in one of Europe's largest Infrastructure programmes.
○ Bespoke	Strategic Procurement Adviser	Retained by a Developer of Integrated Gaming Resorts (IGR) to develop the procurement strategy for a multi-million sq. ft. IGR in Asia and then work with the Developer's legal team to prepare contract documentation for Early Contractor Involvement, Management Contractor, Works Package Contractors, Purchase Agreements, Consultant Agreements, Direct Contractors Agreements etc. Working with the Developer's Insurance Advisers to review risk management for the IGR and develop a robust Owner Controlled Insurance Programme.

Steve Tennant Associates
Stephen Tennant, FRICS, FCIInstCES, MAIB
Curriculum Vitae

- | | | |
|---|-----------------------------|---|
| ○ Design, Build & Operate Main Contract | Contracts Management | Seconded to an International Contractor to act as his Contracts / Commercial Manager for the tender of a multi-billion-dollar Organic Waste Treatment Facility. Duties including procurement of consultancy, sub-contracting, plant manufacturing services, supply contracts and off take agreements, as well as drafting the consortium agreement for the construction and 15-year operating period. Other duties included commercial risk assessment of Main Contract Conditions, insurance arrangements, bonding etc and the development of standard forms and procedures. |
| ○ Sub-Consultancy Agreement | Contract Negotiation | Advising an international Consultant on the implications of the terms of an offered sub consultancy agreement for Middle Eastern projects and assisting that Consultant with the negotiation of a more equitable agreement. Advising that Consultant on professional indemnity insurance and an improved methodology for procuring such insurance. |
| ○ FIDIC Dredging (modified) | Project Management | Managing on behalf of the Project Owner, the negotiation and award of a multi-billion-dollar design and build dredging and reclamation contract to an international contractor. |
| ○ N/A | Project Management | Advising an Incorporated Owners Committee on selection and appointment of consultants and main contractor for renovation of external envelope and internal and external public areas for high-rise apartment building in Hong Kong. This included a value engineering exercise to bring tenders back into Project Owner's budget. |
| ○ Development Agreements | Project Management | Advising Client on project management implications of proposed drafts of agreements with Government as they developed to conclusion for a multi-billion dollar Gross Development Value. |
| ○ Tender Documents Express Rail Line MTR Corporation Ltd, Hong Kong | Interim Management | Tender Manager for a Main Contractor. Managing the team producing the tender, including method statements, management plans, programme, pricing documentation, handling post tender questions and answers from Mass Transit Railway Corporation and attending tender interviews. |
| ○ Bespoke | Master Planning Competition | On behalf of Project Owner, performing Pre-qualification exercise for appointment of Master Planners including appointment recommendation. Subsequently organising Master Planning Competition between two finalised international consultants. |
| ○ Bespoke | Agency Agreement | Drafting of an Agency Agreement between an overseas manufacturer and the local Agent (jointly appointed), reviewed by Lawyer prior to execution. Subsequently facilitating the resolution of occasional differences between the parties over the years. |
| ○ NEC | Contract Documentation | Preparation of NEC Conditions of Contract for use on a luxury low-rise housing development. |

Steve Tennant Associates
Stephen Tennant, FRICS, FCInstCES, MAIB
Curriculum Vitae

○ Bespoke	Conditions of Engagement	Advising various Consultants on Conditions of Engagement.
○ N/A, multiple jurisdictions	Procurement	Advising various Employer organisations on procurement philosophy and strategy for large-scale civil engineering projects.
○ N/A, multiple jurisdictions	Procurement	Advising various Contractors on the philosophy and strategy of bidding for design only & design and build mega projects.
○ Institution of Engineers, Malaysia	Procurement	Advising an Employer in respect of a Harbour redevelopment.
○ N/A	Insurance Procurement	Advising a Project Owner on the benefits, structure, and operation of an Owner Controlled Insurance Programme (OCIP) and the procurement of same for a multi-billion dollar project. Advising on the Contractor's and Consultants Controlled Insurance Programmes and their interfacing with the OCIP.
○ Kowloon Canton Railway Corporation East Rail, Hong Kong	Prequalification Preparation	Leadership of the Contractor's team to prepare a successful prequalification application. Specific responsibility for preparation of Project Management Plan, IT, and Insurance Plans.
○ Bespoke	Joint Venture Agreement	Drafting of Joint Venture Agreements for Main & Sub Joint Ventures for 4 international contractors for a multibillion dollar dredging reclamation project.
○ Bespoke	Joint Venture Agreement	Advising on a Joint Venture Agreement prepared by others.
○ Bespoke, Malaysia	Joint Venture Agreement	Preparation of Joint Venture arrangements for Contractors in connection with a telecommunications tower.
○ Bespoke	Pre Bid Agreement	Preparation of a Pre-Bid Agreement between two potential Joint Venturers.
○ Bespoke	Pre-Bid Agreement	Preparation of an exclusive design and build pre-bid agreement between an international Joint Venture and a major European specialist contractor.
○ Kowloon Canton Railway Corporation Lok Ma Chau Spur Line, Hong Kong	Tender Assistance	Preparation of Outline Environmental Management Plans for the Tender Submission.
○ Modified Airport Core Programme, Hong Kong	Tender Review of Commercial Risk/Opportunity	Review of General and Special Conditions of Contract and preparing a commercial risk/opportunity assessment report for a Contractor tendering for a multibillion dollar civil engineering project.
○ Kowloon Canton Railway Corporation	Tender Review of Commercial Risk/Opportunity	A commercial review of the issued General Conditions of Contract, Special Conditions of Contract, Instructions to Tenders, Form of Tender and Appendices, Pricing Make

Steve Tennant Associates
Stephen Tennant, FRICS, FCInstCES, MAIB
Curriculum Vitae

East Rail, Hong Kong		Up, and the Preliminaries Section of the Particular Specification.
○ Kowloon Canton Railway Corporation West Rail, Hong Kong	Tender Review of Commercial Risk/Opportunity	A commercial review of the issued General Conditions of Contract, Special Conditions of Contract, Instructions to Tenders, Form of Tender and Appendices, Pricing Make Up, and the Preliminaries Section of the Particular Specification.
○ Kowloon Canton Railway Corporation East Rail, Hong Kong	Tender Review of Commercial Risk/Opportunity	A commercial review of the issued General Conditions of Contract, Special Conditions of Contract, Instructions to Tenders, Form of Tender and Appendices, Pricing Make Up, and the Preliminaries Section of the Particular Specification.
○ Government Civil Engineering Form 1999, Hong Kong	Tender Review of Commercial Risk/Opportunity	Review of General and Special Conditions of Contract and preparing a commercial risk/opportunity assessment report for a Contractor tendering for a multibillion dollar site formation project.

Miscellaneous

Miscellaneous Appointments

❖	Form of Contract	Type of Appointment	Stephen Tennant Role
○	N/A	NEC Training and Implementation	Assisting Clients: Contractors and/or Project Owners and or Project Management consultants on the implementation of ECC and other Contract Forms in the NEC Suite.
○	N/A	Management Consulting	Retained by a Specialist Contractor to provide ongoing commercial and business development strategic advice.
○	N/A	Management Consulting	Advising and assisting a Specialist Contractor on obtaining inclusion on certain Hong Kong Government lists of Contractors.
○	N/A	Management Consulting	Market entry advice to an International firm of Consulting Engineers considering East Asia as a new business area.
○	N/A	Management Consulting	Advising a Fund Manager on the activities of a public listed construction and property development group.
○	N/A	Management Consulting	Advising a Client on Engineering business opportunities in the PRC.
○	N/A	Management Consulting	Providing a due diligence advice to a Client, considering an investment in an international manufacturer and installer of tensioned membrane structures.
○	N/A	Management Consulting	Retained by international Fund Managers and Investment Banks to monitor various large scale CAPEX Projects of interest to them and commenting upon project owner's public statements as to expected project completion and final cost.
○	N/A	Management Consulting	Advising on the construction cost drivers that apply to gaming developments in Macau. Describing budget formulation, cost forecasting and control methodologies

Steve Tennant Associates
Stephen Tennant, FRICS, FCIInstCES, MAIB
Curriculum Vitae

Miscellaneous Appointments

❖	Form of Contract	Type of Appointment	Stephen Tennant Role
			used by gaming developers and reviewing their procurement and construction risk philosophies.
○	N/A	Management Consulting	Investigating and reporting upon the nature of the Hong Kong piling market for an overseas plant manufacturer.
○	N/A	Management Consulting	Advising an International Client on the state of the Infrastructure markets in Malaysia, Macau, and Hong Kong, identifying opportunities and entry strategies as well as risks, including identification of competitors and potential local partners.
○	N/A	Management Consulting	Advising an International Client on PPP/BOT markets in Malaysia, identifying opportunities and entry strategies as well as risks, including identification of competitors and potential local partners.
○	N/A	Management Consulting	Advising an Overseas Insurance Broker on the state of the construction insurance markets in Asia, identifying classes of insurances procured and by whom, including identification of market practices, competitors, and potential local partners.
○	N/A	Management Consulting	Mentoring and coaching at board / ministerial level to Clients throughout Asia.
○	N/A	Recruitment	Identification and placement of middle to top management general / project management personnel for construction industry clients including contractor, employer, and consultant organisations.
○	N/A	Seminars	Giving of Seminars on commercial / project management / contractual issues on a global basis.
○	N/A	Software	Marketing specialist software for BQ production, estimating, cost control, information, and project management systems, including neutral platforms for NEC Contract Administration.

Selected Project References

❖	2010 ~ 2013 and 2007 ~ 2008 Project Director, Chief Executive Officer	South-Eastern Corridor (PMC) Sdn Bhd	Malaysia
	Owner / Project Title	Project Scope	Value
○	Radiant Starfish Development Bhd ~ Mersing Laguna	Responsible for leading the Owner's Project Management Consultant responsible for delivering a tourism and urban renewal development including: <ul style="list-style-type: none"> ▪ 1,000 hectare reclamation over several offshore islands, ▪ Infrastructure on and between the islands and adjacent mainland, ▪ Bridges between islands and mainland ▪ New and urban renewal developments on the adjacent mainland. 	USD7b+

Steve Tennant Associates
Stephen Tennant, FRICS, FCInstCES, MAIB
Curriculum Vitae

❖	2006 ~ 2007 Technical Director, Contracts	Melco Crown Entertainment (Macau) Ltd	Hong Kong
	Owner / Project Title	Project Scope	Value
○	Melco Crown Entertainment (Macau) Ltd ~ City of Dreams	A 6.2 million ft2 GFA mixed use development including <ul style="list-style-type: none"> a Crown Towers Hotel (36 storey), a Hard Rock Hotel and the world's first twin towered Grand Hyatt Hotel (36 storey) providing in total about 2,500 keys, on top of a multi-level podium housing a 100,000 ft2 shopping mall, 420,000 ft2 underwater themed casino with over 450 gaming tables and 3,000 slot machines, a 2,000-seat wet stage performance hall and other features. 	USD2.6b +
○	Melco Crown Entertainment (Macau) Ltd ~ Altira Macau	A 38 storey, 160-metre-high hotel with 216 keys, and a multi-level casino with approximately 220 gaming tables and 550 gaming machines.	USD524m
❖	1995 ~ 2000 Director	Nishimatsu Sintec Construction Ltd	Hong Kong
	Owner / Project Title	Project Scope	Value
○	The Hong Kong Housing Authority ~ Tin Shui Wai Area 105 Phase 1, Hong Kong	Public housing in four 41 storey towers, reinforced concrete structure with extensive use of precast concrete facades and staircases resulting in approximately 2,600 apartments (GFA 910,000 sq. ft).	USD52m
○	The Hong Kong Housing Authority ~ Tsuen Mun Area 52 Phase 1, Hong Kong	Public housing in three 41 storey towers, reinforced concrete structure with extensive use of precast concrete facades and staircases resulting in approximately 2,000 apartments (GFA 700,000 sq. ft).	USD38m
○	The Hong Kong Housing Authority ~ Tsing Yi Area 10 Phase 1, Hong Kong	Public housing in three (31-storey/26-storey/25-storey) towers, reinforced concrete structure with extensive use of precast concrete facades and staircases resulting in approximately 1,300 apartments (GFA 455,000 sq. ft).	USD30m
❖	1981 ~ 2000 Senior Commercial Manager ~ Site based Quantity Surveyor	Nishimatsu Construction Co., Ltd	Hong Kong
	Owner / Project Title	Project Scope	Value
○	Route 3 (CPS) Ltd ~ Route 3 Country Park Section (Tai Lam Tunnel and Yuen Long Approach Road) Hong Kong	Design & Construction of Dual 3 Lane Expressway, including 3.8km twin tube Tunnels, 7.8km Approach Roads (At Grade & Viaducts), and Toll Plaza and all administration buildings and offices with all associated E/M Facilities for a Private Sector Build Operate Transfer Client. In JV & JV Leader.	USD800m
○	Western Harbour Tunnel Company Limited ~ Western Harbour Crossing, Hong Kong	Design & Construction of 3rd Cross-Harbour Tunnel in Victoria Harbour. The project included the construction of an Immersed Tube/Cut & Cover Twin Tube 3 Lane Road Tunnel and Route 7 (At Grade & Viaduct) Highway Structure with all associated E/M Facilities for a Private Sector Build Operate Transfer Client. In JV and JV Leader.	USD744m

Steve Tennant Associates
Stephen Tennant, FRICS, FCIInstCES, MAIB
Curriculum Vitae

- | | | |
|---|---|-----------|
| ○ Airport Authority
Hong Kong ~
Contract 201 Chek
Lap Kok New Hong
Kong International
Airport Site
Preparation
Contract, Hong Kong | Construction to Engineer's Design of an artificial island with a reclamation area of 1,248 ha with 20 million m3 of dredging and disposal, 70 million m3 of sand extraction, 90 million m3 of excavation and 13km of seawall construction. In JV and JV Leader. | USD1,166m |
| ○ Airport Authority
Hong Kong ~
Contract 410 Chek
Lap Kok New Airport
Landside
Infrastructure, Hong
Kong | Construction to Engineer's Design of Airport Expressway and other roadwork's, drainage, and main utility installations. In JV and JV Leader. | USD242m |
| ○ Airport Authority
Hong Kong ~
Contract 420 Chek
Lap Kok New Airport
Ground
Transportation
Centre, Hong Kong | Construction to Engineer's Design of the Airport Railway Station, Bus Interchange, Taxi & Coach Stations, and Vehicular Accesses including Road Viaducts and all associated utilities and services. | USD388m |
| ○ The Hongkong
Electric Co Ltd ~ The
Lamma Power
Station, Hong Kong | The construction in 3 stages, through multiple contracts, over a 17-year period on a remote island, of all civil engineering works for a 3,420MW Power Station with eight coal fired units, five gas turbine units and one combined cycle unit. The civil engineering works included all cable routes, roads, cooling water intakes, coal jetty, ash lagoons, boat harbour, chimneys, turbine halls, control centre. This power station set several world records in terms of built capacity. | USD690m |
| ○ Kowloon Canton
Railway Corporation
~ West Rail Contract
No. DB-350 Tai Lam
Tunnel, Hong Kong | Design and Construction of a railway tunnel with a section area of 110m2 and length of 5,480m in rock, 360 linear metre of cut & cover tunnel, ventilation buildings, demolition of existing buildings and all associated E&M works. In JV and JV Leader. | USD238m |
| ○ Mass Transit Railway
Corporation ~
Contract 680
North Point Station
Modification and
Tunnels, Hong Kong | Design and Construction of running and turn back tunnels from Quarry Bay to North Point by hard rock TBMs (3.4 km) including modification and enlargement of existing underground North Point Station. | USD140m |
| ○ Modern Terminals
Ltd/ COSCO HIT ~
Terminal 8
Development, Kwai
Chung Container
Port, Hong Kong | Construction to Engineer's Design of Container Terminal No. 8 in the Kwai Chung Container Port. 58ha four-berth terminal and 52ha associated back up area. Reclamation totalling 110ha was required, including 12 million cu m of dredging and 25 million cu m of marine fill. Other project features included 1,380m of container quay, 690m of public cargo working area, 350m barge loading quay, 1.9km dual two-lane and three-lane access highway, large multiple cell box culverts, and associated buildings In JV. | USD93m |
| ○ Tate's Cairn Tunnel
Company Ltd ~
Tate's Cairn Tunnel,
Hong Kong | Design and Construction of 4 km twin tube 2 lane highway tunnels and approach roads complete with all E&M and Operating facilities. In JV and JV leader. This project was undertaken for the successful BOT Franchise bidder in which Nishimatsu held a 37% shareholding with Nishimatsu managing | USD278m |

Steve Tennant Associates
Stephen Tennant, FRICS, FCInstCES, MAIB
Curriculum Vitae

	the bid for the Franchise including the provision of finance and operational expertise.	
○ Nishimatsu Property Ltd ~ Standard Chartered Bank Building, Central, Hong Kong	42 Storey reinforced concrete framed Bank Headquarters / Grade A office block 182 metres high (GFA approximately 225,000 sq. ft) with shopping centre below. This project was built under an innovative design build and lease back arrangement to Standard Chartered Bank by Nishimatsu Property Ltd. This offered significant financial benefits to the Bank.	USD76m
○ UOB Bank ~ UOB Plaza 1, Singapore	Bank Headquarters, 280 metres tall, 65 storey steel framed around reinforced concrete core with 3 basement levels, built next to the Singapore river and the existing UOB building (GFA 1,000,000 sq. ft).	USD180m
○ Mass Rapid Transit Corporation ~ Contract 107B City Hall Station, Singapore	Design and Construction of a major Underground Railway Station with Civil Defence capability. This cut and cover station experienced a disastrous collapse as excavation was being completed. Significant repair and acceleration costs were recovered by a multi-million-dollar insurance claim.	USD65m
○ Mass Rapid Transit Corporation ~ Contract 301 Bugis & Lavender Stations & Tunnels, Singapore	Design and Construction of two major Underground Railway Stations with connecting bored and cut & cover tunnels.	USD129m
○ Hang Lung Properties ~ Vicwood Plaza, Sheung Wan, Hong Kong	Construction of a 30-storey high reinforced concrete framed grade A office block on top of a 4-storey shopping centre, GFA approximately 396,000 sq. ft, clad with glass curtain glazing.	USD107m
○ The Hongkong Electric Co., Ltd ~ 2nd Cable Tunnel, Hong Kong	Design and Construction of a 5.6 km long 4.8 m diameter Cable Tunnel bored through Hong Kong Island by use of Robbins Hard Rock TBM.	USD98m
○ Swire Properties Ltd ~ City Plaza II Basement, Tai Koo Shing, Hong Kong	Construction of foundations, a 4-level basement by top down method whilst building a 3 level podium above. Each level has an area of approximately 100,000 ft ² . 9 tower blocks of apartments were built on the podium by another contractor.	USD20m
○ Hutchinson Whampoa Properties Ltd ~ Whampoa Garden Site 1 Superstructure, Hong Kong	Construction of 6 high-rise apartment blocks for a private sector developer, each 25 stories high built by traditional reinforced concrete frame method, resulting in 1,500 apartments.	USD35m
○ Mass Transit Railway Corporation ~ Contract 408Z Kornhill Advanced Works Contract, Hong Kong	Construction to Engineer's design of cut & cover tunnels, rock tunnels (approx. 2km in length), shafts and rock caverns to receive rock crushers and conveyors (by others), site formation, major reclamation, and seawalls and elevated and at grade roads.	USD30m
○ Mass Transit Railway Corporation ~ Contract 414 Sai Wan Ho Station and Tunnels, Hong Kong	Construction to Engineer's design of an underground Station, station and running tunnels. This project was characterized by a huge extent of unexpected marine deposits and subsequent tunnel collapses.	USD26m

Steve Tennant Associates
Stephen Tennant, FRICS, FCInstCES, MAIB
Curriculum Vitae

- | | | |
|--|---|---------|
| ○ Mass Transit Railway Corp ~ Contract 401/402 Sheung Wan, Hong Kong | Construction to Engineer's design of Sheung Wan East Concourse, Sheung Wan Station, Centre Concourse & Overrun Tunnel including Crossover (all underground in the Central Business District). | USD140m |
|--|---|---------|