



Phil Tait

Chartered Quantity Surveyor (MRICS)

Internationally Experienced Commercial and Finance Executive

Experience across Property, Construction and Infrastructure sectors
Group and Board Experience

Contact



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Qualifications & Education



- Member of the Royal Institute of Chartered Quantity Surveyors (MRICS).
- 1st Class Honours Degree: BSc Commercial Management & Quantity Surveying - Loughborough University (UK).

Awarded the Consortium Prize for graduating top in class.

Diploma in Industrial Studies.

- A-Levels and GCSEs from Hampton School - Independent School for Boys (UK)

References



Available upon request.

Languages



English – Fluent

French – Proficient



Profile

Phil is a highly accomplished Chartered Quantity Surveyor (MRICS) and Commercial & Finance Executive with 25 years of international experience across the property, construction and infrastructure sectors.

Throughout his career at Lendlease, he has played pivotal roles on some of the organisation's most complex and strategically significant projects, delivering commercially robust outcomes under diverse contract models including PPPs, PFIs, D&C Fixed Price and ITC. He has also managed partnering arrangements including MoU's and JV Agreements.

Phil brings a rare combination of deep project-level commercial expertise and high-calibre corporate governance experience. His capabilities span procurement, cost and financial management, project controls, contract negotiation and closure, dispute resolution, stakeholder engagement and cross-functional leadership.

At a project level Phil has held key Commercial & Finance leadership positions on multibillion-dollar transport infrastructure programs, including the Melbourne Metro Tunnels and Stations project, Sydney Metro and NorthConnex, where he led high-stakes commercial negotiations, re-set project cost and time profiles, and delivered major contractual settlements.

At a corporate level, he has twice led the Internal Audit function both regionally and globally. Most recently, as Group Head of Internal Audit. Phil guided the global audit strategy, strengthened governance frameworks and elevated the internal control environment during a period of unprecedented organisational change. He has acted as a trusted advisor to Boards, Executive Committees and senior leadership teams.

Recognised for his strategic insight, commercial acumen and calm influence in complex environments, Phil excels at driving clarity, rigour and balanced decision-making. He is valued for his ability to build trusted relationships at all levels, lead multidisciplinary teams and provide objective, solutions focused guidance on commercial, financial, operational and risk matters.



Employment Summary

- 2026 – Present: Commercial Director – National, Construction Australia
- 2024 – 2026: Group Head of Internal Audit
- 2021 – 2024: EGM – Commercial & Finance – Melbourne Metro
- 2018 – 2020: Commercial Director – Melbourne Metro
- 2018 – 2018: Commercial Director – Central Station, Sydney Metro (Tender)
- 2016 – 2017: Cost Control, Risk & Admin Reporting Manager – NorthConnex
- 2012 – 2016: Head of Internal Audit, Asia & Europe
- 2011 – 2012: Internal Audit Manager, Europe
- 2006 – 2010: Commercial Lead – Various Projects, London.
- 2001 – 2006: Commercial Manager – Various Projects, London.



Experience



Commercial Director – National – Construction, Australia | March 2026 – Present

Re-joined the Lendlease Construction business in a newly created national role designed to strengthen commercial, financial and governance capability across Lendlease's portfolio of major infrastructure mega-projects. With the Construction segment targeting accelerated growth to a \$7bn revenue business, the role focuses on enhancing organisational capacity, improving project establishment and performance disciplines, and supporting leadership teams in securing and delivering complex projects at scale.

Acts as a strategic partner to executive and project leadership, providing commercial insight, assurance and uplift across cost, risk, controls and delivery frameworks. Supporting the business in building repeatable, high-performing systems and processes required for safe, profitable and sustainable growth across Australia's major transport and infrastructure pipeline.



Group Head of Internal Audit | 2024 – 2026

Led the global Internal Audit function through a period of unprecedented organisational change, including significant leadership transitions and handover between Audit Chairs. Responsible for strengthening the internal control environment across all business units and ensuring Internal Audit fulfils its governance, assurance and advisory role at the highest levels of the organisation. Provide strategic and commercially grounded assurance to the Lendlease Board of Directors, the Corporate Leadership Team and Regional / Segment Leadership Teams, acting as an independent peer and trusted advisor to senior executives.

- Define and implement the Group Internal Audit Strategy and Plan, ensuring alignment with organisational priorities and supporting Regional Heads of Internal Audit in shaping their regional strategies.
- Drive maximum audit impact by focusing on the organisation's most material, strategic, regulatory, financial, operational and health & safety risks.
- Maintain stewardship over the global audit methodology, charter and standards, ensuring consistent, high-quality execution across regions.
- Partner closely with EH&S, Finance, Risk & Insurance and regional audit teams to develop coordinated, risk-based assurance approaches.
- Maintain strong relationships with external auditors to optimise audit coverage and minimise duplication.
- Serve as a sounding board to executives, providing objective insight, constructive challenge and practical recommendations that improve governance, strengthen controls and support informed decision-making during a period of major organisational transformation.



Executive General Manager – Finance & Commercial | 2021 – 2024

Melbourne Metro - \$10bn | Lendlease, Bouygues & John Holland Joint Venture (CYP D&C)

Held the senior financial and commercial leadership role (lead Lendlease position) within the CYP D&C Joint Venture, delivering the Melbourne Metro Tunnels and Stations project – comprising twin nine-kilometre tunnels from Kensington to South Yarra and five new underground stations, one of Australia's largest and most complex transport infrastructure programs.

- Played a central role in resolving major upstream and downstream contractual matters, including leadership of the *Alignment Process* and negotiation of a subsequent \$745m settlement with the State Government – further resetting the project's cost and program exposure.
- Acted as a trusted advisor to the Joint Venture Steering Group, regularly briefing senior executives and partner CEOs on commercial strategy, risk, and settlement pathways.
- Ensured rigorous governance and reporting across internal and external stakeholders, including direct engagement with Lendlease's executive leadership and Board.
- Led claim resolution across a number of complex Consultant and Trade Contractor claims.
- Led the development and implementation of strategic and operational; financial, cost, procurement and commercial plans including the full spectrum of project financial management, including budget oversight, forecasting discipline, commercial governance, and cost performance across all delivery workstreams.
- Guided the development of robust project controls and commercial frameworks required to manage scale, complexity and stakeholder interface.
- Held accountability for project insurance strategy, overseeing all claims and policy placement.



Experience (continued)



Commercial Director | 2018 – 2020

Melbourne Metro - \$10bn | Lendlease, Bouygues & John Holland (CYP D&C) Joint Venture

Held the senior commercial leadership role (lead Lendlease position) within the CYP D&C Joint Venture, delivering the Melbourne Metro Tunnels and Stations project.

- Brought into the project at a point of significant distress to help stabilise performance, restore commercial clarity and re-establish effective financial governance.
- Initially responsible for establishing a comprehensive Project Controls Function, providing the frameworks, reporting and governance required to manage project Cost, Time and Quality across the main works and precincts through strategic and operational support, operational reporting, project controls, and KPIs. This played a pivotal role in determining the project's true cost and schedule position.
- The role evolved into a pivotal Commercial Lead position within the *Recovery Strategy* team, where Phil played a central role in negotiating a \$1.63bn settlement with the State Government following a protracted, confidential and highly complex negotiation process. This included shaping and driving the Legal and Commercial Resolution workstreams to re-set the project's cost and program exposure.
- Undertook further negotiation with Project Co and equity partners to secure a revised refinancing regime, enabling additional lending arrangements at project completion.
- Full renegotiation of the Project Document suite – Including extensive amendments to the Project Agreement, D&C Subcontract, more than 50 Schedules, Key Subcontractor Interface Deed and other documentation to reflect new Milestones, KPI regime, new and amended Liquidated Damages regimes, new payment regimes, amendments to abatement regime, new extension events, introduction of a Remaining Works regime and new governance frameworks including Executive Review Group.
- Negotiation of Settlement Deeds with the State, Project Co and the Maintenance Subcontractor to establish a “clean slate” delivery environment from December 2020 onwards. Ensured key commercial protections were preserved by negotiating a list of excluded Modifications, enabling the D&C Subcontractor to be paid for genuine scope changes and other unpriced risks.
- Acted as a trusted advisor to the Joint Venture Steering Group, attending weekly forums and providing detailed commercial, negotiation and claims briefings to partner CEOs.
- Responsible for the achievement of the Joint Venture's (and Lendlease's) objectives and KPIs.
- Ensured rigorous governance and reporting across internal and external stakeholders, including direct engagement with Lendlease's executive leadership and Board.



Commercial Director | 2018

Sydney Metro | Central Station

Held the lead Commercial role within an integrated Lendlease team spanning Lendlease Engineering, Lendlease Construction and Lendlease Development, responsible for the tendering of new stations within the Chatswood-to-Sydenham section of the Sydney Metro City & Southwest Project. Focused on major station opportunities including the new underground station at Central Station, Victoria Cross and Martin Place.

Provided strategic commercial leadership across bid development, cost planning, procurement strategy and risk management to position Lendlease competitively for these complex, high-profile city-shaping precincts.

Subsequently, Lendlease successfully secured the Victoria Cross and Martin Place stations, including the associated Over Station Development opportunities, reflecting the strength and commercial rigour of the integrated bid approach.



Experience (continued)



Cost Control Reporting, Risk and Administration Manager | 2016 – 2017 **NorthConnex - \$4bn | Lendlease & Bouygues Joint Venture (LLBJV)**

Key commercial and finance role (lead Lendlease position) within the LLBJV delivering the \$4bn NorthConnex project - a tolled, twin-tunnel motorway approximately nine kilometres long, connecting the M1 Pacific Motorway at Wahroonga to the Hills M2 Motorway at Pennant Hills Road.

- Brought into the project at a point of significant distress to help stabilise performance, restore commercial clarity and re-establish effective financial governance.
- Accountable for the project's full cost-control and financial reporting framework, including oversight of cost management, forecasting, risk management, governance processes, office administration, and policy and procedural compliance.
- Ensured high-quality internal and external reporting, providing accurate and timely commercial insights to support delivery and drive disciplined project performance.
- Played a pivotal role in determining the project's true cost and program position and subsequently led key aspects of the negotiation to reset cost and time risk with the Client, culminating in a highly complex and confidential settlement agreement.
- Led claim resolution across a number of complex Consultant and Trade Contractor claims.
- Acted as a trusted advisor to the Joint Venture Steering Group, attending weekly forums and providing detailed commercial, negotiation and claims briefings to partner Executives.
- In addition to day-to-day project responsibilities, provided regular commercial, financial and governance reporting to senior Lendlease executive leadership and the Lendlease Board, ensuring transparency of project status, risk exposure and performance against key metrics.



Head of Internal Audit, Asia & Europe | 2014 – 2016

Head of Internal Audit, Europe | 2012 – 2014

Internal Audit Manager, Europe | 2011 – 2012

Led the Internal Audit function across the European region from 2012. Responsibilities were expanded to include the Asia region from 2014. Role provided independent, objective assurance to business management and the Risk Management and Audit Committee (RMAC). Responsible for evaluating the design and effectiveness of key controls across regional operations, ensuring they supported strong governance, risk management and operational integrity.

Delivered insight-driven recommendations based on detailed analysis of data, processes and business practices, helping to enhance organisational performance and strengthen the control environment. Partnered with senior leaders to provide clear, commercially grounded advice and to improve the maturity and consistency of risk and control frameworks across these diverse geographies.



Experience (continued) – Various London (UK) Projects



Commercial Lead | 2007 – 2010 New Court (Shell & Core) – £100m

Commercial Lead responsible for the delivery of Rothschild's new London headquarters.



Commercial Lead | 2007 Chiswick Park (Building 8 & 9) – £40m+\$40m

Commercial Lead responsible for setting up the oncoming phase of the Chiswick Park Development including procurement of the 'early' and 'high risk' Trade Packages for handover to new Project Team.



Commercial Lead | 2006-2007 Chiswick Park (Building 4 & Bollo Lane / Bus Interchange) – £40m+\$5m

Commercial Lead responsible for the commercial management of the project and management of the clients' expectations of the third phase of the business park development including associated infrastructure works.



Commercial Manager | 2006 First Base KX200 – £60m

Commercial Manager responsible for validation of cost plan prior to the project GMP, including the preparation of enquiries including writing scope of works and pricing schedules, to market test various trade packages and utilising Cost Planning Rates.



Commercial Manager | 2005-2006 Bow Bells House – £60m

Commercial Manager responsible for the production of the project Preliminary Costings including resource schedules, staff costs and the Project Profit Plan for inclusion within the project bid documentation. Responsible for the procurement of the 'structural' Trade Packages based on the initial design information, to allow the progression of the demolition of the existing building.



Commercial Manager | 2005-2006 Unilever House – £100m

Commercial Manager responsible for the procurement of various 'fit-out' and 'services' Trade Packages, including liaising with the designers and PQS to ensure that each Trade Package was bought in full and within budget.



Commercial Manager | 2003-2005 Government Offices Great George Street (GOGGS) East (HM Treasury Phase II) – £150m

Commercial Manager responsible for the procurement, commercial management, reconciliation and agreement of final accounts of Trade Packages across all stages of the construction process. Managed the production of monthly reports and liaised with the PQS to agree monthly cost reports. Responsible for commercial project close out.



Commercial Manager | 2003 Queen Victoria Street – £20m

Commercial Manager responsible commercial project close out including alignment of actual project costs with reported values and agreement of final accounts.



Commercial Manager | 2002 Plantation Place, Building 1 – £150m

Commercial Manager responsible for the procurement and commercial management of Trade Packages across the initial stages of the construction process.



Commercial Manager | 2002 Empress State Building – £70m

Commercial Manager responsible for the commercial running of Trade Packages including the agreement of contract variations and Contractors claims.



Commercial Manager | 2001 Lendlease Polska

Commercial Manager assisting the Country Commercial Director in delivering the Business Plan including the securing and delivery of PM&C Projects country wide.