

# Who We Are

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CAPABILITY STATEMENT

# Enduring Quality

Having an internal construction arm that only builds Mosaic developments means we have total control over quality and outcomes. Our track record of award-winning developments is a testament to this.

Mosaic Construction brings over 20 years of in-depth industry knowledge and experience to Mosaic Property Group developments. It has the critical ability to mitigate the magnitude of risks that can arise from using third-party builders.

These risks generally include project pricing, site safety, inefficient scheduling, poor site management, sub-standard quality build and finish, and subcontractor failure.

It also means the interests of both developer (Mosaic Property Group) and the construction arm (Mosaic Construction) are closely aligned. These shared objectives are essential to effective balance sheet management and completing a project on (or before) schedule to a higher standard and with minimal defects.

Proud to be one of Queensland's most awarded and trusted private builders.



# Key Personnel

With a steadfast commitment to excellence, and continually seeking to exceed best practice, our team thrives on achievement and the values that have helped us become the award-winning team we are today.



## DAVID HANDLEY | CO-FOUNDER & DIRECTOR - DEVELOPMENTS & CONSTRUCTION

As the backbone of the operational side of project delivery, David oversees the physical delivery of Mosaic projects. Over 15 years of experience has given him in-depth knowledge of all aspects of the development process, from liaising with land owners to managing consultants and construction delivery in conjunction with Mosaic's Director of Construction. David personally oversees the entire development process, ensuring Mosaic consistently produces the highest quality end product on time and on budget.



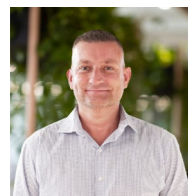
## JEFF WELLBURN | GENERAL MANAGER - CONSTRUCTION

Jeff is a seasoned construction management professional renowned for his adept leadership in delivering successful projects and spearheading businesses across diverse global markets. With a distinguished track record spanning Australia, Singapore, the Middle East, and South Africa, Jeff has consistently demonstrated his prowess as a strategic and results-oriented leader.



## WADE PENNELL | SITE OPERATIONS MANAGER

Wade plays a crucial role as the right hand to the General Manager - Construction, overseeing the successful execution of projects and ensuring effective management across Mosaic's construction sites in South East Queensland. With more than 25 years of hands-on experience in the construction industry, Wade brings extensive expertise encompassing every facet of the building process.



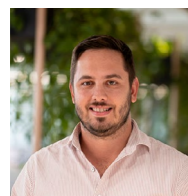
## JOHN MCCORMACK | COMMERCIAL MANAGER

John has extensive experience in all phases of commercial management, having served as a state Commercial Manager for 6.5 years. Starting his career as a Quantity Surveyor in the UK, John works closely with our project teams, providing commercial guidance and mentoring to ensure optimal outcomes and robust commercial functions.



## DANIEL BATCHELOR | SENIOR PROJECT MANAGER

Daniel has 15 years project management experience in multi-residential developments in both Victoria and Queensland. He prides himself in his hard work and meticulous approach to planning and execution. Daniel earned a Bachelor of Property and Sustainable Development majoring in Construction Management and Quantity Surveying at Bond University.



## JAKE BEUTEL | PROJECT MANAGER

Jake has over 10 years of experience in the industry, working across various sectors, including Residential, Retail, Education, Industrial and Community throughout South East Queensland. Jake brings a wealth of experience to the team, with a Bachelor of Urban Development - Construction Management. He has excellent communication skills and prides himself on coordinating various stakeholders.



## STUART FIRTH | PROJECT MANAGER

Stuart joins Mosaic with over 10+ years of management experience (previously eight years as a carpenter), working on a wide variety of projects, including CBD towers, large scale retail projects, defence, fit-out and refurbishment, commercial towers, industrial and residential housing.



## BRETT RUSSELL | ESTIMATING MANAGER

Brett boasts close to 30 years' experience in the construction industry at various levels including Estimating Manager and Senior Estimator for head contractors, Senior Estimator for major commercial subcontractors. Brett is very well regarded in the Brisbane and Sunshine Coast Construction industry; with a successful track record in a variety commercial projects, especially unit and townhouse developments.



## KENNETH ARMSTRONG | DESIGN MANAGER

Kenneth has over 36 years of experience in the architecture, property development, and construction industries. His architectural background drives a solid commitment to quality and detail in design, complemented by an intricate understanding of the development and construction process, including all financial aspects. Kenneth has successfully delivered small to large projects of varying complexity in staging, funding and procurement methods across multiple sectors.



## LUCAS BENNS | DESIGN MANAGER

Lucas has over 20 years' experience working on small to large scale retail, commercial, accommodation, and education projects in both Australia and the UK. He has played a key role in the successful schedule of delivery for projects, ensuring both budget and timeframes are closely managed and adhered to.



## MITCHELL MCGUIRE | DESIGN MANAGER

Mitchell has over 10 years' experience in Design management roles. Prior to joining Mosaic, Mitchell was employed at Hutchinson Builders, where he facilitated and coordinated all design documentation between consultants and service trades, developed design programs, and assisted in value management initiatives. Mitchell has a Masters of Design and a Diploma of Drafting.



## JACK MORTON | DESIGN MANAGER

Jack has over 13 years of experience in the construction industry. With his Bachelor of Urban Development providing a strong foundation, Jack seamlessly integrates his theoretical knowledge with practical application, consistently delivering innovative solutions. Jack's commitment to excellence and his meticulous attention to detail make him an invaluable asset.

# Why Mosaic Construction?

All construction projects have a defined set of risks. How these risks are mitigated and distributed among all parties varies greatly depending on the structure, financial capacity, experience of key management personnel, and the manner in which a construction company is operated.

Mosaic Construction provides the ability to effectively limit or eliminate risk to deliver a premium quality development on time and on budget, every time.

Astute developers understand that having their own construction arm significantly assists in controlling risk. Developers using a third-party builder hand over control of their projects. This means they can no longer effectively manage risk relating to project pricing, worker safety, project scheduling, site management, and subcontractor failure.

Mosaic's highly experienced finance team also oversees both the Group's development and construction divisions, meaning we can identify risks and, most importantly, react proactively and quickly.

## Key Benefits

- Industry-leading construction methodology; continually striving for better delivery models while ensuring quality and safety.
- No third party risk exposure.
- Aligning delivery with Mosaic's high expectations.
- Subcontractors are paid on time, driving loyalty, quality of output, and bargaining power.
- No time wasted on tender processes. Work is guaranteed at a pre-agreed fixed margin.
- Cost-saving and risk mitigation with projects not fully priced for construction until the BA is complete, all design elements are resolved, and sub-contractors are fully committed to a fixed price.
- Projects are finished on or before schedule and completed to a higher standard with minimal defects.
- Up to the minute details are available on every project without having to chase third-party builders.
- Mosaic's Executive and finance team oversight ensures any potential risk to the company or the project is spotted immediately and dealt with accordingly.
- As Mosaic manages the buildings it delivers, a commitment to building lasting quality is integral to our business model.
- Delivering a product of enduring value to Mosaic's clients.

Working hand-in-hand as both the developer and the builder, building only Mosaic developments, means we have total control over quality and outcomes.



## A Rare Distinction

Our unwavering commitment to excellence is now proudly validated by Mosaic Construction's achievement of three prestigious ISO certifications: ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO 45001 (Occupational Health and Safety Management).



Such a remarkable accomplishment is a rare distinction in the Australian construction industry.

**While many builders aspire to meet these rigorous standards, few have successfully attained the official accreditation that Mosaic Construction now holds.**

This defining milestone sets us apart and solidifies our position among Australia's elite builders, a fact further exemplified by the BCI Construction League ranking Mosaic number 21 in the top 50 Australian builders for 2024.

# Stringent Risk Mitigation

Mosaic Construction's approach to identifying and managing risk includes careful planning, appropriate resourcing, and disciplined execution. This leads to increased profits, long-term relationships with exceptional suppliers, and the ability to expand business into new markets and sectors.

The risks that Mosaic Construction view as significant, and manage daily include:

- > QBCC Compliance
- > Financial Risk
- > Cost Escalation
- > Design Issues
- > Non-Payment
- > Third Party Injuries
- > Processes
- > Procurement Control

## QBCC Compliance

We employ a third-party accounting firm that audits Mosaic Construction's financials on a monthly basis to ensure:

- Compliance with QBCC minimum financial requirements is current.
- Future forecast cashflow remains QBCC compliant throughout the year.
- We are alerted to any potential foreseeable issues, particularly pertaining to changes in accounting and QBCC compliance.
- Mosaic Construction has held its QBCC licence, without interruption, for over five years. Further, we maintain a second and completely independent license through Mosaic Property Group Co-Founder David Handley (as opposed to Brendan Dale in Mosaic Construction) as a backup purely if an additional license is ever required.

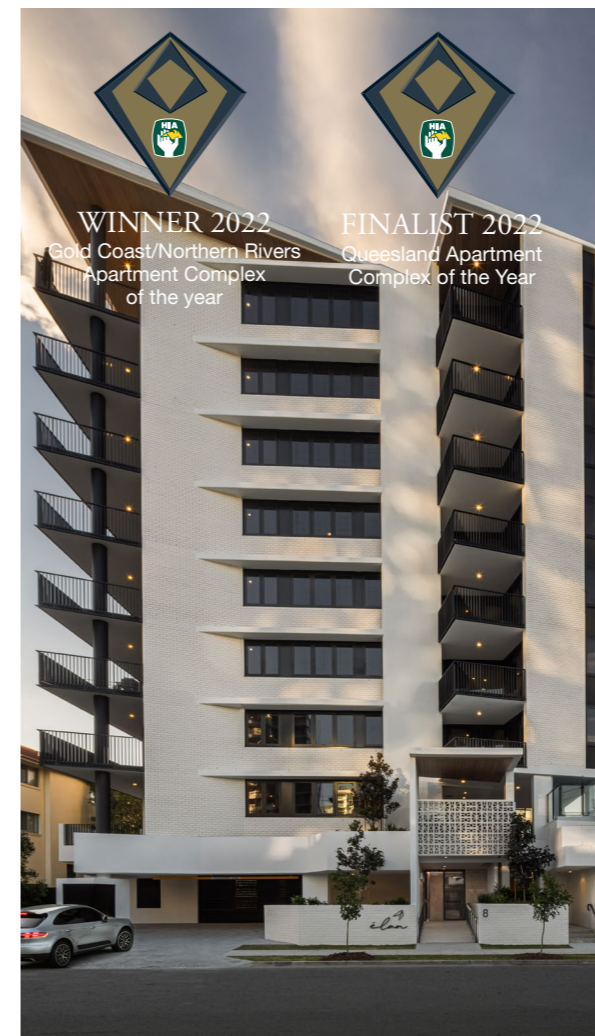
## Financial Risk

The Executive and Finance divisions of Mosaic Property Group oversee Mosaic Construction's business operations, so any potential risk to the company or the project is identified and dealt with immediately by key Directors.

Mosaic saves money and reduces risk by ensuring that the construction cost is not fully priced. This means we agree on a fixed margin for Mosaic Construction once all trades are let and suppliers are chosen.

Further, Mosaic doesn't waste time and resources on the tender process, as the work is guaranteed at a pre-agreed margin. Mosaic regularly tests market value through quoting to ensure we are getting the best value for money.

Mosaic is also not exposed to the third party risk of a typical builder with multiple clients. Experience has proved that as Mosaic Construction works so closely with the developer, projects are always completed on or before schedule to an exceptional standard of quality. These results are driven by the fact that Mosaic Construction and Mosaic Property Group are bound by the same core values.



## Design Issues

Mosaic Construction is often on the ground before a Development Application is lodged. This enables substantial input into how the project can best be constructed for maximum time and cost efficiencies, thereby minimising the risks of unforeseen costs or design issues.

Mosaic Construction also has the additional advantage of working closely with Mosaic Property Group's highly regarded external consultants.

## Non-Payment

Mosaic Construction never has to worry about being paid or paid on time. They pay their subcontractors on time every month, meaning:

- A consistent level of work and strong loyalty;
- They have better bargaining power, reducing overall supply and labour costs.
- They are less impacted and can significantly mitigate escalation in a rising construction cost market.
- They are rarely impacted by price rises before or during construction.

## Injury

No matter how hard you strive to create a safe work area, a construction site is a dangerous place full of potential hazards. This can be especially true for people unfamiliar with safety rules, such as clients visiting the worksite.

Mosaic strictly enforces safety regulations and continually trains its crew on worksite safety to minimise the risk of injury. We include a complete list of pre-checks for any potential subcontractors, which include insurances, public liability and personal accident history, as well as an extensive list of processes and procedures with:

- WHS Act and Qld Compliance.
- Safe work method statements for all activities.
- Plant fit for purpose.
- Qualifications and trade licences.
- Environmental protection & management.

Mosaic Construction has a full-time WHS Manager who trains new and ongoing staff and regularly audits every construction site.

## Procurement Control

We use research and historical data to forecast potential construction cost escalations, and material and labour shortages. Critically, in 2020 we predicted this would occur when the pandemic hit.

With a significant internal research capability, we looked at similar historical events (e.g. GFC, SARS, MERS) and rightly concluded that property would perform strongly, therefore placing heavy pressure on the supply of materials and labour.

As a result, we factored this into our forecasting and planning, vastly mitigating operational risk and impact.

Similarly, our Research team closely monitors global events, such as the war in Ukraine, to support forward planning.

We use internal and external experts to review project pricing and have an in-house procurement division. This includes a precautionary step of having Australian suppliers for all materials sourced overseas (or within Australia). An internal company policy precludes us from procuring all materials for any project from one supply source or region (e.g. China).

Importantly, to ensure on-time delivery of products that meet our exacting standards, we have highly experienced, directly-employed local teams to manage our rigorous Quality Assurance standards.

All procurement relationships are stringently managed, with daily updates from local and offshore teams. We constantly track the process to identify and proactively address potential delays to delivery, and ultimately the construction program.

All material orders are placed well before they are required to secure supply. The strength of our pipeline and relationships with suppliers has lessened the post-COVID impact – most notably for significant items in a build, including steel and timber.

Importantly, we are committed to continually improving the quality we provide to our clients while at the same time keeping a firm eye on costs.

## Processes

Each and every site operated by Mosaic Construction has an electronic onboarding system called "Sign on-site" which has the following site induction procedures for every person who visits site.

### *Sign on-site electronic process level 1 inductions (Visitors up to 1 hr on site)*

- Site induction and emergency brief
- visitor escorted throughout visit

### *Sign on-site electronic process for level 2 inductions (contractors up to 5 hrs on site):*

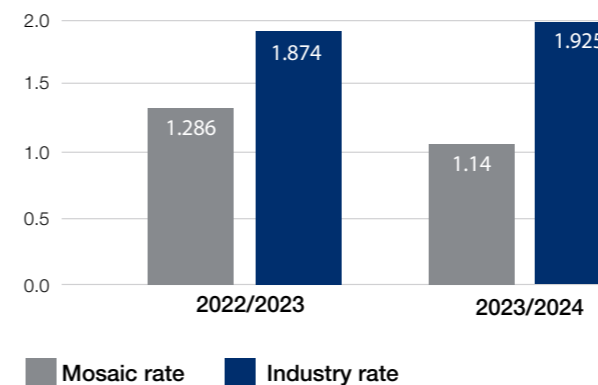
- Construction WHS policy
- White card recording
- General emergency process and procedures
- General PPE requirements
- Escorted to and from worksite location
- All other locations are out of bounds

### *Site specific process for level 3 inductions:*

- Company and site specific safety policy
- Site specific rules
- Company and site specific emergency evacuation process and procedures
- White card and emergency contact details recording
- Site specific PPE requirements
- Site specific high risk activities brief
- Site layout brief

Mosaic Construction also maintain Public Liability Insurance to the value of \$50,000,000 in any one occurrence as well as Workcover Insurance at a rate of just 1.484 (well below the industry standard of 1.925).

## RATE COMPARISON

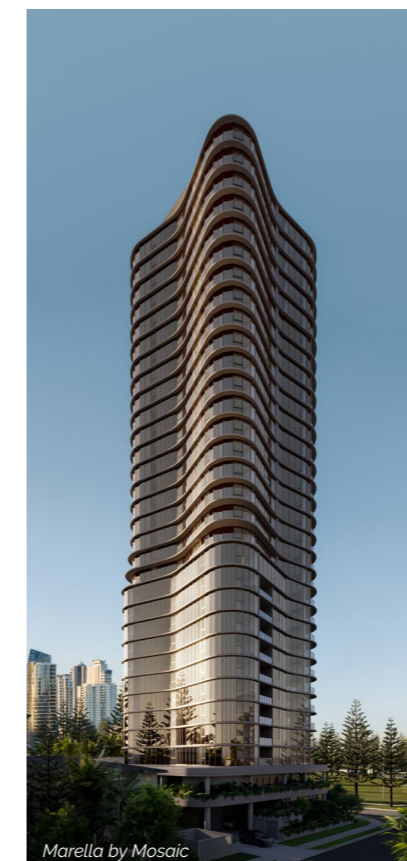


# Completed Projects

DEVELOPMENT	SUBURB	PRODUCT TYPE	UNITS	PC MONTH	CONTRACT VALUE
<b>Circ</b>	Indooroopilly	Apartments	19	Jul-16	\$5,111,000
<b>Apex</b>	Greenslopes	Apartments	15	Sep-16	\$9,760,044
<b>Liberty</b>	Mt Gravatt	Apartments	42	Nov-16	\$3,844,810
<b>Reside</b>	Norman Park	Apartments	21	Mar-17	\$6,743,242
<b>Arc</b>	Auchenflower	Apartments	15	Mar-17	\$4,772,902
<b>Bonython</b>	Windsor	Apartments	31	Apr-17	\$7,595,028
FYE JUNE 2017 - \$32,827,026					
<b>Savant</b>	St Lucia	Apartments	17	Aug-17	\$5,185,000
<b>Havenwood</b>	McDoowall	Townhomes	22	Oct-17	\$6,207,100
<b>Lure</b>	Newport	Terrace Houses	36	May-18	\$11,100,000
<b>Greenhills</b>	The Gap	Townhomes	20	Jun-18	\$6,350,000
<b>Cyan</b>	Kings Beach	Apartments	31	Jun-18	\$10,050,641
FYE JUNE 2018 - \$38,892,741					
<b>Enclave</b>	Bridgeman Downs	House & Land	29	Aug-18	\$6,700,000
<b>Silvergum</b>	Everton Park	Townhomes	28	Oct-18	\$8,715,000
<b>Highbury</b>	Kedron	House & Land	26	Oct-18	\$7,680,000
<b>Solis</b>	Kings Beach	Apartments	33	Jan-19	\$11,515,000
FYE JUNE 2019 - \$34,610,000					
<b>Vive</b>	Indooroopilly	Apartments	28	Sep-19	\$7,540,000
<b>Drift</b>	Coolum	Apartments	56	Nov-19	\$21,500,000
<b>Curio</b>	Mt Gravatt	Apartments	42	Nov-19	\$10,542,000
<b>Elm</b>	Ormeau	House & Land	36	Dec-19	\$9,603,935
<b>Amparo</b>	Taringa	Apartments	16	Jun-20	\$7,860,000
FYE JUNE 2020 - \$57,045,935					
<b>Sayre</b>	Windsor	Apartments	56	Oct-20	\$15,680,000
<b>Avalon</b>	Maroochydore	Apartments	93	Mar-21	\$44,800,000
FYE JUNE 2021 - \$60,480,000					
<b>The Henry</b>	Indooroopilly	Apartments	55	Jul-21	\$16,705,928
<b>Elan</b>	Kirra	Apartments	31	Jul-21	\$9,439,500
<b>First Bay</b>	Coolum Beach	Apartments	31	Dec-21	\$16,705,928
FYE JUNE 2022 - \$42,851,356					
<b>The Sinclair</b>	East Brisbane	Apartments	122	Aug-22	\$40,692,800
<b>Grace</b>	Burleigh Heads	Apartments	47	Jan-23	\$25,901,800
<b>The Patterson</b>	Toowong	Apartments	66	Feb-23	\$34,587,419
<b>Kensington</b>	Toowong	Apartments	62	Mar-23	\$21,561,000
FYE JUNE 2023 - \$122,743,019					

# Current & Future Pipeline

DEVELOPMENT	SUBURB	PRODUCT TYPE	UNITS	BUILD START	PC MONTH	CONTRACT VALUE
<b>Bianca</b>	Bilinga	Apartments	12	May-22	Dec-23	\$16,684,798
<b>Lorient</b>	Maroochydore	Apartments	15	Feb-22	Feb-24	\$27,465,835
<b>Florence/Augusta</b>	Burleigh Heads	Apartments	43	Apr-22	May-24	\$43,279,326
<b>Luca</b>	Kirra	Apartments	31	Jul-22	Jan-24	\$16,732,486
FYE JUNE 2024 - \$60,903,119						
<b>The Witton</b>	Indooroopilly	Apartments	141	Jan-22	Jul-24	\$51,243,682
<b>Cotton Tree</b>	Maroochydore	Apartments	42	Jun-23	Feb-25	\$32,113,293
<b>The Mowbray</b>	East Brisbane	Apartments	81	Mar-23	Mar-25	\$44,093,886
<b>Marella</b>	Broadbeach	Apartments	100	Jan-23	Mar-25	\$77,283,261
<b>The Prescott</b>	Toowong	Apartments	101	Apr-23	Mar-25	\$50,674,719
<b>The Manning</b>	Brisbane	Apartments	113	Mar-23	May-25	\$53,662,329
FYE JUNE 2025 - \$309,077,170						
<b>Lily</b>	Brisbane	Apartments	102	Aug-23	Mar-26	\$84,483,451
<b>Isabel</b>	Burleigh Heads	Apartments	28	Feb-24	Mar-26	\$67,420,000
FYE JUNE 2026 - \$151,903,451						





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