



As featured in  
The CEO Magazine  
For more info visit  
[theceomagazine.com.au](http://theceomagazine.com.au)

# WORLD-CLASS Service

Operating right across the country in a variety of sectors, Global Construction Services aims to provide premium-quality service for any building, construction, or maintenance project.

Images courtesy of Global Construction Services

Learning the value of hard work and entrepreneurialism from his father at an early age, Enzo Gullotti, Group Managing Director for Global Construction Services (GCS), started his first company at just 21 years old. The organisation was acquired by the PCH Group where Enzo was a founding member and executive director for eight years. Enzo established GCS in 2003 and listed the company on the ASX four years later. Since then, the company has expanded its footprint throughout the country to include 17 branches and approximately 600 employees.

With more than 25 years' experience in the scaffolding, construction, and maintenance sectors, Enzo has been vital in the company's growth and development. *The CEO Magazine* caught up with Enzo to look at

"Our presence in the market has grown as clients are turning away from the 'big' major players in preference of the mid-tier companies that are able to offer a higher level of service and backup support."

- Enzo Gullotti

the company he has built and where he hopes to take it in the years to come.

**The CEO Magazine:** Since taking the group managing director position, what have been your greatest challenges and how have you overcome them?

**Enzo:** The greatest challenge so far has been the integration of a large number of privately owned businesses into one ASX-listed, corporate group structure. The group and the businesses it owns must adhere to the stringent corporate governance requirements of the ASX. We've overcome this by creating a cooperative team environment which allowed the previous owners to take equity in the listed entity and maintain a level of ownership. Ongoing personal development and training is also a keystone in making the amalgamations successful and

easing the transition from a private company to a public one.

**Over the past decade, how have you strategically positioned and developed Global Construction Services Group?**

GCS has seen rapid growth since its inception in 2003. We initially sought strategic acquisitions adding alternative market sectors and products that would complement our fleet of equipment. The group's public listing allowed further growth into sectors outside the Perth metropolitan area, capitalising on large-scale investment in the north-west and south-west of Western Australia. Our organic growth has primarily been by establishing sites in key strategic locations. Although GCS operates a branch network structure, rather than attempting to saturate the market with multiple sites, we have >







implemented a smaller number of strategic sites to meet the needs of customers geographically.

**Can you highlight some of your company's key projects that you're particularly proud of?**

The projects that stand out the most are where we've been able to utilise the products and services from a number of different GCS entities, channelled through a key management team, which has exceeded our clients' expectations.

When it opens in late 2014, Fiona Stanley Hospital in Murdoch will be Western Australia's flagship health facility. It will be the major tertiary hospital in the south metropolitan area and will offer healthcare services to communities south of Perth and across the state. The hospital is the largest building infrastructure project ever undertaken by the state. The development includes 150,000 square metres of floor space; 3,600 basement, ground

level, and multistorey car-parking bays; 6,300 rooms; 783 beds, including 140 rehabilitation beds; and more than five hectares of natural bushland, landscaped parks, gardens, courtyards, and plazas.

The scope of works for GCS included scaffold and access solutions (600 tonnes); formwork (250,000 square metres); concrete pumping (60,000 cubic metres); concrete placement (60,000 cubic metres); plant and equipment (site-based facility); site accommodation; traffic management; materials hoists; temporary fencing; window/façade installation; additional on-site personnel (first aid, security, culinary, labourers, administration); and a peak workforce of 360.

Another project that's been a success is the Worsley Cogen Project. Located near Collie, 189 kilometres south-east of Perth, the Worsley Multi-Fuel Cogen Plant is a key part of the BHP-owned

Worsley Alumina Refinery and their Efficiency and Growth Expansion Project. The construction of the new power plant is expected to lift Worsley's annual alumina production capacity from 3.5 million to 4.6 million tonnes. The two multi-fuel units that will make up the cogeneration plant have the capacity to produce a total of 550 tonnes of steam an hour and 106 megawatts of power. The steam is vital to the alumina-refining process. Power excess to Worsley's needs will be exported to the state electricity grid.

The scope of works for GCS included scaffold and access solutions (1,500 tonnes); plant and equipment; HSE management; additional on-site personnel (dogmen, riggers); and a peak workforce of 135.

We've also been working on Brookfield Place in Perth's CBD. The development's centrepiece is a premium-grade, 45-level office

tower incorporating the latest in workplace design. More than 75,000 square metres is leased by BHP Billiton as the anchor tenant. Brookfield Place has created a new civic space through a unique heritage retail area, which includes the restoration of some of Perth's most important historical buildings. In total, the project comprised construction of a net lettable area of approximately 86,000 square metres.

The scope of works for GCS on Tower 1 included scaffold and access solutions (300 tonnes); formwork (50,000 square metres); concrete (28,000 cubic metres); concrete pumping (28,000 cubic metres); traffic management; materials hoists; temporary site units; plant and equipment; window/façade installation; and additional on-site personnel (first aid, security, culinary, labourers, administration). Works on Tower 2 are currently in progress.

And lastly, we're proud of our work on Woodside Energy Limited's North West Shelf [NWS] Project. The NWS Project facilities constitute Australia's largest oil and gas resource development and currently account for more than 40 per cent of Australia's oil and gas production. In 2013, GCS was awarded the principal scaffolding contract for all Woodside Energy Limited's NWS projects. The services comprise of the storage, transport, supply and maintenance of scaffold material at Woodside's various onshore and offshore locations.

These locations include Karratha Gas Plant and associated offshore facilities; Pluto LNG Park and offshore platform; King Bay Supply Base; Nganhurra FPSO [floating production storage and offloading]; Ngujima-Yin FPSO; Okha FPSO; and Northern Endeavour.

**How does your organisation collaborate with suppliers and other key partners to ensure ongoing success?**

GCS is a multidisciplined, multifaceted company that

operates in an extremely competitive industry. One of the ways we differentiate ourselves from our competition is our varied suite of products and services. It is imperative that we seek to establish and maintain our key supplier base to help give us a competitive edge. However, in any given product category, a large portion of that equipment will be from a single supplier with a secondary supplier providing the balance. This strategy allows us to develop closer relationships with a small but varied number of trusted suppliers.

**With a mixture of successful organic and inorganic growth, what advice would you give to other senior executives about how to manage and nurture growth?**

Our business has been built based on people, reputation, and the ability to provide a level of service that surpasses that being provided by our competitors. We've taken significant market share from our competitors. Our presence in the market has grown as clients are turning away from the 'big' major players in preference of the mid-tier companies that are able to offer a higher level of service and backup support. With this in mind, it is important to reward employees for maintaining this ethos by providing competitive and flexible remuneration packages in addition to offering a range of opportunities and benefits to advance their careers within GCS.

**Considering GCS's unique and diverse offering, how do you develop skilled, engaged employees throughout the group?**

First and foremost, it is imperative we find the right people. GCS is a relatively young company, so it's important we nurture those who want to grow within the group. As we enter new markets, opportunities present themselves which allow staff to advance under the guidance of our executive management team. Ongoing internal and external training also plays a big part in



"The projects that stand out the most are where we've been able to utilise the products and services from a number of different GCS entities, channelled through a key management team, which has exceeded our clients' expectations."

- Enzo Gullotti

this growth, which can include anything from IRATA Rope Access accreditation to business management courses. Over the years, we've developed a strong understanding of our markets and gained valuable insight to deliver effective solutions. Our management team have extensive practical experience and provide essential mentoring and ongoing support to our staff. They bring a wealth of industry experience and specialist expertise to every project. Because of our diverse scope, there is enormous potential for personal growth across a lot of varied industries—all while working for the one company.

**Where do you see the industry and Global Construction Services Group going down the track?**

GCS will continue its organic growth through the development of our people, our products, and our locations—including our joint-venture company, SmartScaff, based in Melbourne, Sydney, and Brisbane. We've also begun supplying equipment to the Ichthys LNG Project in Darwin, in addition to providing personnel to projects in Adelaide. Our strength lies in responding quickly to our clients' needs and deploying our resources wherever the demand may arise. We are able to service our clients' onshore and offshore projects, and our diversity allows us to provide multidisciplined teams to all industries anywhere across Australia. GCS is committed to helping our clients complete their projects by delivering practical and result-driven services. •



**CMC STEEL DISTRIBUTION**

**BIG ENOUGH TO SOURCE THE STEEL YOU NEED  
SMALL ENOUGH TO DELIVER WHEN YOU NEED IT**

Having access to global steel supplies including structural beams, bar, pipe, plate and sheet and coil at competitive prices isn't enough unless it's delivered on your terms. That's why at CMC we are dedicated to uncovering what is important to each customer and how to tailor our services to satisfy them. Whether it's delivery times, overnight orders or tailored processing capabilities, we know what matters to you.

**For more information call CMC on 02 9585 6200 or visit [www.cmcaustralia.com.au](http://www.cmcaustralia.com.au)**