

## Dr Greg Lavery

Greg Lavery is the co-founder and CEO of Lavery Pennell. He has worked around the world on a range of operational improvement and growth projects across a range of sectors.

Greg's corporate strategy background combined with his engineering background and experience in emerging fields (including sustainability and low carbon) enable him to identify new areas of opportunity for clients.

Thanks to his corporate management experience and collaborative approach, Greg delivers practical and profitable solutions to client problems.

### Experience:

#### Cost Reduction & Performance Improvement

- **Energy Efficiency:** Led an award-winning energy efficiency business which educated and empowered client staff to find and implement energy savings. This resulted in substantial energy and emissions savings for clients. This business won the 2003 Nature Foundation South Australia Good Business Environment Award for its innovative consulting services delivery model.
- **Emissions Reduction:** Led a project for an oil and petrochemicals producer to determine their GHG emissions footprint, identify reduction opportunities and develop an integrated GHG emissions management strategy. The project identified a 43% reduction in emissions with an NPV of \$2B.
- **Waste Recycling Business Case:** For a leading floor covering company, developed the business case and technology roadmap to recycle post-consumer floor covering material.
- **Waste Reduction Study:** Built the business case and implementation plan for a global aerospace company to reduce its waste and improve recycling.
- **Materials Recycling Value Capture:** Identified opportunities for an engine manufacturer to improve its recycling of high value metals.
- **Compressed Natural Gas Business Turnaround:** Turned around a compressed natural gas vehicle refuelling business by focusing on bus fleet customers and negotiating a US\$15M deal for vehicle modifications and fast-fill refuelling infrastructure for 400 buses.
- **Cost Reduction:** Identified cost savings worth \$40M for a major Australian energy infrastructure company.
- **Pricing Strategy:** Improved the profitability of an insurance company by designing and implementing a segmented price increase program.
- **Customer Segmentation:** Identified over \$50M p.a. of profit improvement for a major Australian bank through more cost-effective servicing of low margin customer segments.
- **Post-Implementation Review:** Performed a post-implementation review for a major Australian bank to determine the effectiveness of a newly-adopted integrated business planning and reporting system.
- **Banking Cost Reduction:** Identified profit improvement opportunities worth over \$50M p.a. for Australian banks in their cash management processes.

#### Key Resume Details



Dr Greg Lavery  
CEO & Co-founder

#### Relevant Expertise

- *18 years of experience in the Low Carbon and Sustainability field*
- *Strong Engineering/Technical background*
- *Strategy consulting history with Bain & Company and Booz & Company*
- *Corporate management roles with Origin Energy*

- **Utility Cost Reduction:** Identified cost savings worth \$40M for a major Australian energy pipeline company.
- **FMCG Cost Reduction:** Identified profit improvement initiatives for a major Australian FMCG firm worth A\$200M p.a. in EBIT. Developed and implemented a detailed strategy for the manufacturing component, which yielded A\$28M p.a. in EBIT.
- **Retail Cost Reduction and Growth:** Designed a cost reduction and growth strategy for a major Australian retailer. This company's share price increased 100% as the strategy was implemented.
- **Commissions Redesign:** Identified \$16M p.a. cost savings through changes to the commissions structure of a major telco.
- **Company Turnaround Strategy:** Designed the transformation of a gaming company to be more customer focussed and achieve \$20M p.a. of profit improvement.
- **Organisation Design:** Designed and rolled out a new organization structure for the maintenance division of a global oil and gas supermajor.

## Growth Strategies

- **Sustainable Cities Opportunities:** Identified city urbanization archetypes and development pathways and identified investment opportunities for one of the world's largest companies.
- **Cleantech Corporate Venturing:** Assisted a leading global energy company to develop a market entry strategy for cleantech corporate venturing in China.
- **Sustainable City Business Model:** Developed the commercial business model for a world-leading Middle Eastern sustainable city.
- **Solar Photovoltaic Retail Growth:** Led the growth of a solar photovoltaic retailing business from start-up to market leader in Australia with national market share over 30% (and in one state over 80%).
- **Solar Technology Commercialisation:** Developed and implemented a commercialisation strategy for a revolutionary new solar photovoltaic technology. This took the technology from R&D lab into a US\$15M pilot plant, created a partnering strategy to secure necessary capabilities, and laid out a business plan for the scale-up of operations.
- **Intelligent Buildings Business Case:** Built the business case supporting investment in intelligent systems towards greening commercial buildings. Benefits included energy savings, extended equipment life, greenhouse gas emissions savings, water savings, improved occupant health and productivity, and reduced floor space per occupant.
- **Energy Efficiency Lighting:** Developed the growth strategy for an LED lighting company.
- **Climate Change Growth Opportunities:** Assisted one of Australia's largest construction companies to identify step-out growth opportunities related to climate change and carbon constraints.
- **CCS Business Case:** Led a study into the feasibility, costs and practicality of Carbon Capture and Storage for one of Australia's leading integrated energy companies. This included determining Australia's national storage capacity and how it could be used to store Australia's power generation emissions.
- **Cleaner Refrigerant Gases Growth Strategy:** Grew a cleaner refrigerant gas wholesaling business by increasing the number of products and using customer-friendly storage cylinders. Profitability was further improved by unlocking synergies by integrating it with an LPG business.
- **Utility Growth Strategy:** Identified strategic growth opportunities for a leading electricity and gas transmission and distribution company.
- **Banking Growth Strategy:** Assisted with the development of a growth strategy for the Australian arm of a major UK-headquartered international bank.
- **Financial Services Growth Strategy:** Developed the business case for the expansion of a cash services utility serving the major Australian banks.

- **Technology Commercialisation:** Developed a distribution strategy worth US\$110M for a new product of a Swedish technology firm.

## Due Diligence

- **Strategic Due Diligence:** Led a range of acquisition due diligence projects in the renewable energy, technical services, maintenance services, financial services, materials, automotive and appliances sectors.
- **Demerger Evaluation:** Assisted a leading Australian utility company to evaluate a demerger.
- **Portfolio Company Review:** Identified US\$100M p.a. EBIT improvements for a Swedish manufacturing company from operating improvement, organic growth and divestment/acquisition.
- **Cleantech Portfolio Company Turnaround:** Designed a turnaround strategy for a power electronics company producing solar photovoltaic inverters and grid protection equipment for wind farms.

## Sustainability & Low Carbon

- **Sustainability Benchmarking:** Benchmarked the sustainability strategy of a leading global chemicals producer against global peers.
- **Emissions Reporting:** Assisted the Australian Government's Department of Climate Change on implementation aspects of the National Greenhouse and Energy Reporting System.
- **Green Buildings:** Led a 3 year study to identify policy and industry actions to accelerate the implementation of green buildings.
- **CCS Study:** Led a study for a Middle Eastern nation to explore the potential for Enhanced Oil Recovery using CO<sub>2</sub> captured from refineries and fossil fuel power stations.
- **CCS Capacity Building:** Assisted a global CCS institute to develop its strategy for accelerating the uptake of carbon capture and storage around the world.
- **Climate Change Mitigation:** Designed ClimateWorks Australia - a not-for-profit organisation developed to accelerate action to address human induced climate change.
- **Sustainable Design:** Integrated environmentally sustainable design principles into the design of the A\$200 million, 5000 ha Malaysian Wetland Sanctuary.
- **Carbon Trading:** Co-authored a report for the Australian Department of Climate Change examining the future of carbon prices for the range of carbon instruments around the world.
- **Environmental Conservation:** Implemented a bilby management strategy to protect a large endangered colony while satisfying private interests, the government, environmental groups, and the media.
- **Environmental Conservation:** Project managed the routing of a gas pipeline through a bilby colony. The pipeline was completed ahead of schedule and post-completion studies demonstrated no impact on bilby colonies. The project won an environment award from Keep Australia Beautiful.
- **Low Emission Generation Technologies Review:** Led a 12 month study to identify future low cost generation technologies under various carbon cost scenarios.

## Other Experience

- **Power Station Design:** Team member in the design of a 780MW power station in the Philippines.
- **Mass Transit Payment System Advice:** Advised a leading Australian transport agency on the selection of an electronic cashless payment system to increase the convenience and use of public transport.

- **Bridge Design:** Designed two award-winning road bridges for £14M, 4km Coventry North-South Road project.
- **Bridge Design:** Designed bridges for the UK's M6 Motorway widening.
- **Transport Safety Study:** Worked with transport companies, government and community groups to develop a management strategy for dangerous goods vehicles in Brisbane, Australia.
- **Not-For-Profit Business Model:** Designed an operating model for the Australian Charities Fund to raise funds for the community which will ultimately raise over A\$100M p.a. Implemented the first fund raising drive, which raised A\$62K from a staff of 80.

Greg has spoken nationally and internationally on low carbon and sustainability. Examples include:

- Presented a paper entitled "Energy Efficiency: A Look to the Future" to the Green Corporate Energy 2011 conference in London.
- Spoke at the Carbon Finance World Conference in 2008 on "Implementing Carbon Risk Measures".
- Presented a paper to the World Energy Congress in Rome entitled: "The Business Case for Greening your Energy Company".
- Lectured around Australia in association with the Energy Users Association to Australia's largest energy users regarding the implications of an Emissions Trading Scheme on their operations.

## Experience Prior to Lavery Pennell

Prior to joining Lavery Pennell, Greg worked for Booz & Company, Origin Energy, Bain and Company and Arup Consulting.

## Education

Greg's qualifications include a PhD in Engineering examining the business case for Green Buildings and a Bachelor of Engineering (1 Hons) from the University of Queensland. Greg became a Chartered Member of the Institution of Civil Engineers UK and the Institution of Engineers Australia in 1995.

## Awards

- Queensland Young Engineer of the Year, 1995
- Australia Davos Connection Future Summit Leadership Award, 2006
- Invited participant, Australian Future Directions Forum, 2006
- Bain Australian Team of the Year, 2000
- Australian Postgraduate Award, 1995-1998
- Menzies Scholarship, 1996
- Commonwealth Science & Technology Awareness Program Scholarship, 1996
- Ove Arup Foundation Grant, 1996
- Kenneth A Thies Prize, for academic achievement and community involvement, 1990
- RACQ Prize in Highway Engineering, 1990
- Arup Engineering Scholarship, 1990

## Personal Interests

Hockey, cycling, stock market investment