

**From:** s 22(1)(a)  
**To:** s 22(1)(a)  
**Subject:** FW: [External] Meeting request: Mr. Simon Duggan with Tom Harley and Tiernan O'Rourke [SEC=OFFICIAL]  
**Date:** Thursday, 6 April 2023 4:20:31 PM  
**Attachments:** [image004.png](#)  
[image005.png](#)  
[image007.png](#)

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OFFICIAL

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**From:** s 47F <s 47F@worley.com>  
**Sent:** Thursday, 7 April 2022 9:05 PM  
**To:** s 22(1)(a)(ii) <s 22(1)(a)(ii)@pmc.gov.au>; s 47F <s 47F@dragomanglobal.com>  
**Cc:** s 22(1)(a)(ii) <s 22(1)(a)(ii)@pmc.gov.au>  
**Subject:** RE: [External] Meeting request: Mr. Simon Duggan with Tom Harley and Tiernan O'Rourke [SEC=OFFICIAL]

Thanks you both for arranging this meeting.

Below are my contact details should you need them.

Regards,

s 47F

*Executive Assistant, Worley*

P: s 47F | M: s 47F

E: s 47F@Worley.com | GMT + 11

**Worley.com**



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**From:** s 22(1)(a)(ii) <s 22(1)(a)(ii)@pmc.gov.au>  
**Sent:** Thursday, 7 April 2022 5:10 PM  
**To:** s 47F <s 47F@dragomanglobal.com>  
**Cc:** s 47F <s 47F@worley.com>; s 22(1)(a)(ii) <s 22(1)(a)(ii)@pmc.gov.au>  
**Subject:** RE: [External] Meeting request: Mr. Simon Duggan with Tom Harley and Tiernan O'Rourke [SEC=OFFICIAL][External Sender]

**\*\* [EXTERNAL SENDER] Do not click links or open attachments unless you recognize the sender. \*\***

OFFICIAL

Thanks s 47F please let me know if you have any issues receiving the invite.

Kind Regards,

s 22(1)(a)(ii)

Executive Assistant to

Deputy Secretary | **Simon Duggan**

Department of the Prime Minister and Cabinet

ph. s 22(1)(a)(ii) | Ext s 22(1)(a)(i) | m. s 22(1)(a)

e. s 22(1)(a)(ii) @pmc.gov.au | w. www.pmc.gov.au

One National Circuit Barton ACT 2600 | PO Box 6500 CANBERRA ACT 2600



The Department acknowledges the Traditional Custodians of Country throughout Australia and their continuing connection to land, waters and community. We pay our respect to their Cultures, Country and Elders both past and present.

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**From:** s 47F <s 47F @dragomanglobal.com>

**Sent:** Thursday, 7 April 2022 4:14 PM

**To:** s 22(1)(a)(ii) <s 22(1)(a)(ii) @pmc.gov.au>

**Cc:** s 47F <s 47F @worley.com>; s 22(1)(a)(ii)

<s 22(1)(a)(ii) @pmc.gov.au>

**Subject:** RE: [External] Meeting request: Mr. Simon Duggan with Tom Harley and Tiernan O'Rourke [SEC=OFFICIAL]

Thank you s 22(1)(a)(ii)

Could you please send the diary invite to:

- Tiernan O'Rourke s 47F @worley.com
- Tom Harley s 47F @dragomanglobal.com

Appreciate your help.

Kind regards,

s 47F

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**From:** s 22(1)(a)(ii) <s 22(1)(a)(ii) @pmc.gov.au>

**Sent:** Thursday, 7 April 2022 4:12 PM

**To:** s 47F <s 47F @dragomanglobal.com>

**Cc:** s 47F <s 47F @worley.com>; s 22(1)(a)(ii)

<s 22(1)(a)(ii) @pmc.gov.au>

**Subject:** RE: [External] Meeting request: Mr. Simon Duggan with Tom Harley and Tiernan O'Rourke [SEC=OFFICIAL]

OFFICIAL

Thanks s 47F 11.30am works well.

Can you please send me through a list of required emails I should include in the diary invite?

Kind Regards,

s 22(1)(a)(ii)

Executive Assistant to

Deputy Secretary | **Simon Duggan**

Department of the Prime Minister and Cabinet

ph. s 22(1)(a)(ii) | Ext. s 22(1)(a)(i) | m. s 22(1)(a)

e. s 22(1)(a)(ii) [pmc.gov.au](mailto:s 22(1)(a)(ii)@pmc.gov.au) | w. [www.pmc.gov.au](http://www.pmc.gov.au)

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**From:** s 47F <s 47F@dragomanglobal.com>

**Sent:** Thursday, 7 April 2022 4:10 PM

**To:** s 22(1)(a)(ii) <s 22(1)(a)(ii)@pmc.gov.au>

**Cc:** s 47F <s 47F@worley.com>; s 22(1)(a)(ii)

<s 22(1)(a)(ii)@pmc.gov.au>

**Subject:** RE: [External] Meeting request: Mr. Simon Duggan with Tom Harley and Tiernan O'Rourke [SEC=OFFICIAL]

Good afternoon s 22(1)(a)(ii),

Thank you for coming back to me. Could we please confirm for 11:30am?

Kind regards,

s 47F

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**From:** s 22(1)(a)(ii) <s 22(1)(a)(ii)@pmc.gov.au>

**Sent:** Thursday, 7 April 2022 4:00 PM

**To:** s 47F <s 47F@dragomanglobal.com>

**Cc:** s 47F <s 47F@worley.com>; s 22(1)(a)(ii)

<s 22(1)(a)(ii)@pmc.gov.au>

**Subject:** RE: [External] Meeting request: Mr. Simon Duggan with Tom Harley and Tiernan O'Rourke [SEC=OFFICIAL]

OFFICIAL

Good afternoon s 47F

Thank you for your email.

Simon would be pleased to meet on Monday – at this stage we are quiet flexible with timing, so anything from 9am-12.30pm or 3pm-4pm would work.

Let me know what time suits your office best and I can send through a diary invite.

Thank you.

Kind Regards,

s 22(1)(a)(ii)

Executive Assistant to

Deputy Secretary | **Simon Duggan**

Department of the Prime Minister and Cabinet

ph. s 22(1)(a)(ii) | Ext. s 22(1)(a)(i) | m. s 22(1)(a)

e. s 22(1)(a)(ii) @pmc.gov.au | w. www.pmc.gov.au

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**From:** s 47F <s 47F @dragomanglobal.com>

**Sent:** Thursday, 7 April 2022 10:49 AM

**To:** s 22(1)(a)(ii) <s 22(1)(a)(ii) @pmc.gov.au>

**Cc:** s 47F <s 47F @worley.com>

**Subject:** Meeting request: Mr. Simon Duggan with Tom Harley and Tiernan O'Rourke

Dear s 22(1)(a)(ii)

I hope this finds you well.

Tom Harley will be in Canberra next Monday 11<sup>th</sup> April with Tiernan O'Rourke, Worley's CFO, and would like to introduce Mr. O'Rourke and Mr. Duggan while he is there. Could you please kindly advise whether Mr. Duggan might have availability to meet?

Thank you.

Kind regards,

s 47F

Executive Assistant to Tom Harley

**Dragoman**

Tel: s 47F | Mob: s 47F

Web: <https://www.dragomanglobal.com/>

Level 41, 55 Collins Street, Melbourne VIC, Australia 3000



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## OFFICIAL

**Meeting with Dragoman and Worley**

**Purpose of meeting:** For Dragoman to facilitate a meeting between you and Tiernan O'Rourke, CFO at Worley, a global engineering company that provides professional services to the resources, energy, and industrial sectors.

**Attending:** Tom Harley (MD, Dragoman), Tiernan O'Rourke (CFO Worley), Anthea Fell (Acting FAS, IIE) § 22(1)(a)(ii) Resources E12)

**Dragoman**

- Melbourne-based lobbyists (in their own words, a 'country and political risk advisory firm'.)
- Clients have included: Lendlease, Aged Care Guild, Naval Group.
- Advises clients in corporate strategy; market entry and country risk analysis; government engagement strategies.

**Worley**

- A \$7 billion global engineering company headquartered in Australia that provides project delivery and consulting services to the resources and energy sectors, and complex process industries.
  - Worley claims it is "Australia's largest exporter of knowledge-based services" and says its key purpose is to deliver a more sustainable world.
  - Martin Parkinson (Non-Executive Director) and Andrew Liveris (Deputy Chair) are on the board of Worley
- Its core markets include: integrated gas; nuclear power; sulphur recovery resources infrastructure; bulk commodities; fertilizers; base metals but it claims it is targeting sustainability to become the biggest proportion of its future revenue.
  - Worley says it is involved with more than 120 hydrogen developments worldwide; 800 wind projects and over 370 solar projects.
- Some recent domestic projects:
  - Worked with SA DPC on their green hydrogen feasibility study;
  - Advised on the Melbourne Metro Rail Tunnel project
  - Worked with NERA (National Energy Resources Australia) on Australia's approach to decommissioning of oil and gas assets
- Overseas, Worley is, for example:
  - Involved in a consortium to deliver 25GW of solar energy to Oman
  - Providing engineering services for the construction of two offshore substation platforms for a wind farm project for Singapore's Keppel Offshore & Marine Ltd.
  - Providing engineering services for the Pilanesberg Platinum Mine in South Africa
- Recent press: shareholders are bringing a class action against Worley for what they claim were misleading and overly optimistic forecasting reports back in 2013 (Mar 22, AFR).

**Areas for discussion**

- **Their outlook on oil and gas markets, fertiliser, petrochemicals**
- **How do you make new technologies commercially viable?**
- **Skill set of their current workforce and the future workforce they need**
- **Green hydrogen; CCUS; Offshore wind; Direct Air Capture technology to capture Co2 directly out of the atmosphere (they have a project in the Permian).**

## BIOGRAPHIES

### Tiernan O'Rourke (Chief Financial Officer, Worley)



Tiernan O'Rourke has been Chief Financial Officer at Worley since November 2021.

Prior to that he spent 8 years as CFO at Stockland, the Australian property development company.

Tiernan has more than 30 years' experience in financial, commercial and planning roles across a range of industries, sectors and regions. His experience includes senior operational leadership roles and CFO leadership roles focussed on capital and financial management, strategy and policy.

### Tom Harley (Managing Director, Dragoman)



Tom Harley is a political scientist with an economics and finance background, who was also Vice-President of the Liberal Party. Tom founded Dragoman in 2009.

He is a member of the Advisory Board of the Centre for Arab and Islamic Studies at the Australian National University and Chairman of the Australia Saudi Business Council. In 2019 Prime Minister Morrison appointed him as one of Australia's representatives on the APEC Business Advisory Council.

From 2008 until its demerger, Tom was non-executive Chairman of Dow Chemical (Australia) and Senior Advisor to The Dow Chemical Company's Executive Leadership Team (Globally). Previously, he was President of Corporate Development at BHP, where he designed and implemented BHP's worldwide political risk analysis methodology and country entry strategies.

He has previously served in several non-business roles as Chairman of the Australian Heritage Council, President of the Victorian Arts Centre, Chairman of the Menzies Research Centre and as a Federal Vice-President of the Liberal Party of Australia.