



Capability Statement

A wide-angle photograph of the Sydney Opera House at sunset. The building's iconic white, sail-like shells are silhouetted against a sky of soft pinks and oranges. In the foreground, a paved promenade with a dark railing and several black and white bollards runs along the water. A few people are visible walking and sitting on the promenade.

40 Years of
Craftsmanship

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Our Story

Sam the Paving Man (STPM), has been shaping pavements, places and precincts across Australia since 1985. From some of the most iconic civic spaces to nationally recognised landmarks, our work helps create enduring public environments where people live, work, interact and connect.

The business was founded by Sam Harb, whose story reflects the resilience, determination and work ethic of a classic immigrant journey. Arriving in Australia with little more than ambition and grit, Sam, alongside his wife Annette, began a small, home-based paving business built on hard work and pride in craftsmanship. As their reputation grew, the community began referring to him simply as “Sam the Paving Man” — a name that has since become synonymous with quality, reliability and trust.

Today, with four decades of hands-on, ground-up experience, we remain driven by a deep commitment to craftsmanship, quality and integrity. Still proudly family-owned and operated, our down-to-earth teams are trusted to deliver under pressure, no matter the complexity or challenge.

The defining strength of our business is our connection to Australian stone. Through our own Australian quarries and processing facility, including our sub-brand Melocco, we maintain control over the supply, quality and consistency of materials from quarry to completion. This capability is complemented by long-standing partnerships with leading international quarries, allowing us to offer our clients world-class stone solutions backed by practical, real-world knowledge earned on site, on the tools.

Every project is delivered with a strong focus on safety and sustainability. And because every project carries our name, we hold ourselves to the highest standards. What began as a family business has grown into one of Australia’s most trusted paving and civil specialists, with the entire family still actively involved today, united by a clear purpose: *building beautiful cities from the ground up.*



Capability Snapshot

40

40 years delivering major public domain & infrastructure paving

150+

Direct employees

85+

Owned and maintained vehicles, plant, and equipment

25

25 years experience in quality imported natural stone



Australia-wide delivery capability

Tier 1

Proven Tier-1 builder and government delivery partner

ISO

ISO 9001, ISO 14001, ISO 45001 certified



Specialists in complex, bespoke, high-risk urban environments



Vertically integrated quarry → processing → installation



Australian granite quarry and processing facility owners



Vision

Our vision is to continue shape Australia's most enduring public spaces using the same craft, care and conviction that has defined our contribution to Sydney's streetscapes for more than 40 years. Driven by a passion for excellence, a refusal to cut corners, and a commitment to continually growing our expertise, Sam the Paving Man has been taking on increasingly ambitious and complex paving projects.

Paving is at the core of everything we do. From intricate public domain works to large-scale infrastructure and monumental paving projects delivered across Australia, we are always seeking the next challenge, the next opportunity to learn, and the next landmark on which to leave our legacy.

We will continue to advocate for the Australian stone industry by supporting locally quarried and locally processed materials wherever possible, ensuring quality, traceability and long-term value. Our focus is on delivering projects nationwide, securing major government and infrastructure works, and continuing to champion the specification and local processing of Australian and stone.

Beyond building with stone, we build with pride; creating streetscapes and public spaces that endure, enrich communities, and carry forward a legacy of quality Australian workmanship for generations to come.



Values



Legacy from Toil

We're the workhorse behind some of Australia's most iconic public places — and proud to play our part in shaping them. Our legacy isn't just in the stone we lay; it's in the hard work, quiet pride, and careful coordination that goes into every detail. Our paving and landscape work is trusted because of our track record and is notable for the care, consistency and commitment that bring complex projects to life.

Uncompromising Quality

We don't cut corners; we lay stone with precision and craft landscapes with care. At every stage — from quarry to processing, base preparation and installation — our work is completed to the highest standards. Built to endure and designed to be noticed, our work combines technical excellence with a relentless attention to detail.

Built on Care

We care about our people, our communities, and the environment. That means doing everything we can to make sure everyone goes home safely, and that we have only a positive impact. We're proud of the care we've always taken, and we're committed to doing better — strengthening our systems, continuing to lift our standards, and continuously learning and improving. As a family business, we take our work personally.

Family at the Core

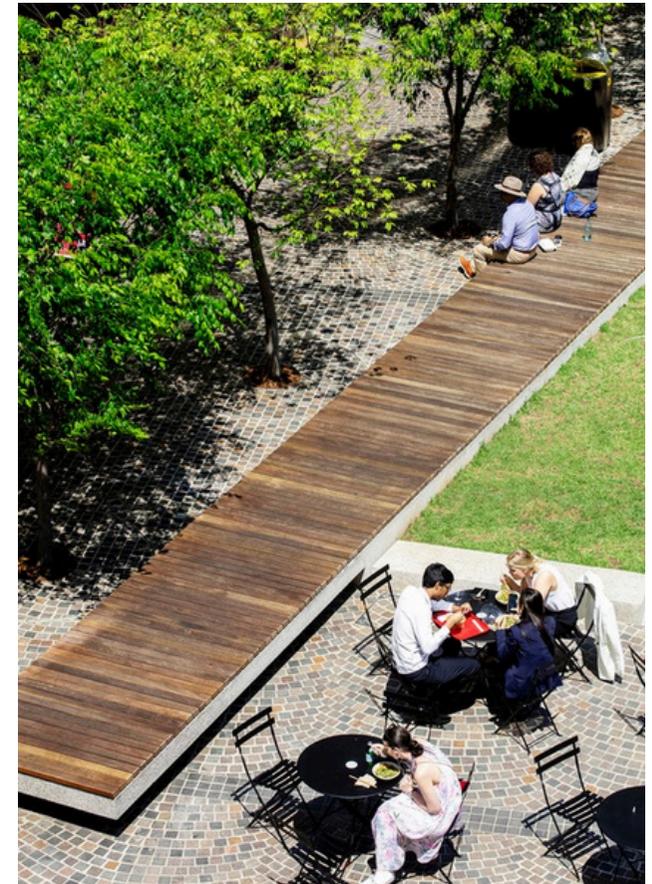
We are a true family business. Loyalty runs deep, and relationships matter. We back our crews, grow with our people, and treat our clients like part of the team. On-site or off the clock, we show up for each other and take pride in every project we deliver.

Integrated Management Systems



Safety, quality, and sustainability are fundamental to everything we do. Through these principles, we demonstrate our care for our people, the environment and the communities in which we work, while remaining focused on continuous improvement. We proudly build spaces people can enjoy for generations to come; that's our commitment and our legacy.

Our Integrated Management System guides us, keeps us accountable and ensures we honour these commitments.





Safety First

We are committed to fostering a strong safety culture that delivers a safe, incident-free environment across all our projects - for our employees, contractors, stakeholders, and the wider public.

Our Work Health and Safety (WHS) system is accredited by the NSW Department of Commerce and compliant with Australian Standard AS4801 and AS/NZS ISO 45001:2018. These standards are overseen by our in-house Environmental, Health and Safety Manager, ensuring ongoing compliance and continuous improvement.



Quality in Everything We Do

We are driven by quality at every stage of a project, from concept through to delivery. Our teams consistently meet and often exceed client expectations, with a culture of continuous improvement that strengthens and evolves our business.

Our quality system complies with the International Quality Standard ISO 9001, and using our customised "Plan, Do, Check, Act" cycle, we continuously improve our processes, in line with ISO 9001 standards. This approach is detailed in our Integrated Management System Manual and project planning materials. Certification to AS/NZS ISO 9001:2016 ensures our commitment to excellence is consistent and measurable.



Sustainability for Generations to Come

We recognise that our work impacts both the environment and the communities surrounding our project sites, and we are committed to minimising disruption while delivering positive outcomes. We collaborate with stakeholders and sustainability leaders to embed responsible practices and innovative methodologies across our projects and throughout the industry.

Our Environmental Management System is certified to AS/NZS ISO 14001:2016 and fully integrated into our planning and project delivery processes.

A Legacy in Australian Stone

A Long-Term Commitment to Australian Stone

Our commitment to Australian stone began in 2009 and has strengthened through deliberate, long-term investment. This journey commenced with the acquisition of the Austral Black quarry at Black Hill, South Australia, followed by the purchase of a nearby stone processing facility in 2023. In 2024, the acquisition of the Melocco brand — a name synonymous with Australian stone — together with a second Austral Black quarry, further strengthened our leadership in Austral Black granite ownership in Australia.

Through Melocco, we build on more than a century of Australian stone manufacturing tradition. These strategic investments provide supply-chain security, control and resilience, while enabling us to champion the distinctive character and performance of Australian stone on major projects.

Beyond delivering high-quality paving outcomes, we prioritise Australian materials and reinvest in the communities that support our industry. Keeping quarrying and processing onshore strengthens local capability, develops skilled trades, and reinforces our role as custodians of Australian-sourced and Australian-processed stone.

Integrated Quarry-to-Completion Capability

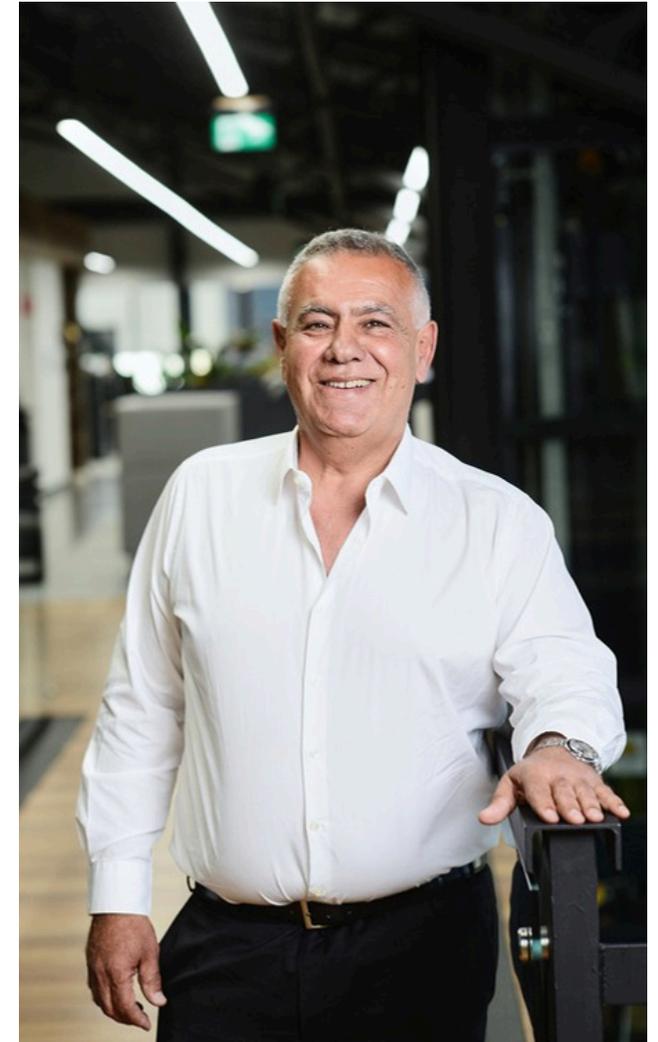
With vertically integrated operations, from quarry to installed finished product; Sam the Paving Man offers reliability, quality and quiet pride that comes from delivering projects that are genuinely, and proudly, 100% Australian owned and made.

Supporting the Future of Australian Stone

With two active quarries and additional licensed tenements secured for future activation, STPM is well positioned to deliver large-scale government and public domain projects nationwide. We are committed to advocating for the increased specification of Australian stone by architects and builders, positioning locally sourced materials as a preferred choice within major project specifications.

“We’re building Australia with pride. We are honoured to invest in our country. Using Australian stone in our public spaces and buildings just makes sense. It ties the space back to the land it’s built on, in an incredibly powerful way that will resonate with generations to come. It’s our way of giving back and strengthening our community.”

— Sam Harb, Founder



Sam Harb, Founder — Sam the Paving Man



Snapshot of Quarry and Processing Capabilities



- **Integrated quarry-to-processing-to-installation capability**, across two open-pit Australian granite quarries at Black Hill, South Australia, and the Hindmarsh state-of-the-art processing facility in Adelaide, enabling end-to-end project delivery.
- **Australia-wide supply and installation capability**, providing certainty of material availability, logistics, and workmanship across major projects.
- **Advanced production machinery**, including CNC multi-blade saws, wire saws, block saws, polishers, exfoliators, and edge-finishing systems, supporting high-precision and high-volume output.
- **Highly experienced workforce**, comprising specialist quarry operators, processing technicians, and installation crews with deep expertise in Australian granite.
- **Proven capability in bespoke and complex stone works**, including custom formats, shapes, finishes, artworks and precision detailing delivered against project-specific requirements.

Our People

Our people are the foundation of our business, from on-site crews and project managers to our in-house and office teams. Highly trained craftspeople, many with decades of experience with us, bring deep technical expertise, attention to detail and pride to every project, enabling the delivery of the iconic and complex works for which we are known.

More than installers, our teams are experienced specialists accustomed to working under pressure. They understand what it takes to deliver technically demanding projects safely, on time and within budget, often in live, high-profile public environments. Their skill, consistency and dedication underpin the trust and reputation we've built within the industry.

Supported by experienced project and office staff, including project managers, foremen and estimators, our teams operate as one, aligned in their focus on quality, professionalism and client service. On every site, our people represent our name, with their work a direct reflection of our values.



Specialist Installation Teams

- Clay and Concrete Paving
- Natural Stone Paving
- Porous Paving
- Internal Tiling
- Walling Specialists
- Repairs & Maintenance

In-House Staff

- Project Management
- Estimating Team
- Sales Team
- Project Engineers
- Contract Administrators
- Procurement Team

Capabilities

Our paving capability is built on decades of experience delivering major infrastructure, iconic public spaces, and highly complex urban projects. We bring a deep, practical understanding of paving construction, from sub-grade preparation to the finished surface, developed through 40 years of hands-on delivery across some of Australia's most iconic and demanding environments.

Trusted on projects where precision, durability, and technical performance are critical, we specialise in complex paving works that require meticulous planning, sequencing, and execution. Our teams are experienced in operating within live sites, tight programs, and high-profile locations, consistently achieving outcomes that meet exacting design, engineering, and public-domain standards.

This depth of experience underpins the specialist paving services we offer. The following capabilities outline the scope of our expertise and the technical disciplines we apply across major infrastructure and landmark public domain projects:





Paving & Tiling Capabilities

- Delivery of residential and commercial developments, local council and Federal Government public domain projects, and large-scale infrastructure paving works, including associated minor civil works.
- Specialists in complex, bespoke paving artworks and non-standard designs requiring high levels of craftsmanship and precision.
- Streetscape, public domain and urban renewal works across civic and transport precincts.
- Specialist installation crews experienced in concrete, clay and natural stone paving.
- Commercial tiling capability, delivering high-volume floor and wall tiling across transport, civic and commercial environments.
- Walling systems delivered using variety of installation methodologies.
- Expertise across all paving systems, including engineered screeds, adjustable pedestal systems, sand bedding, mortar bedding, and rigid and flexible assemblies.
- Community and stakeholder interface management.
- Comprehensive project handover documentation, including as-built drawings, O&M manuals, warranties, training records, and certificates of compliance.
- Large-scale repairs and maintenance contracts, delivered through rapid mobilisation, responsive programming and minimal disruption to operations.

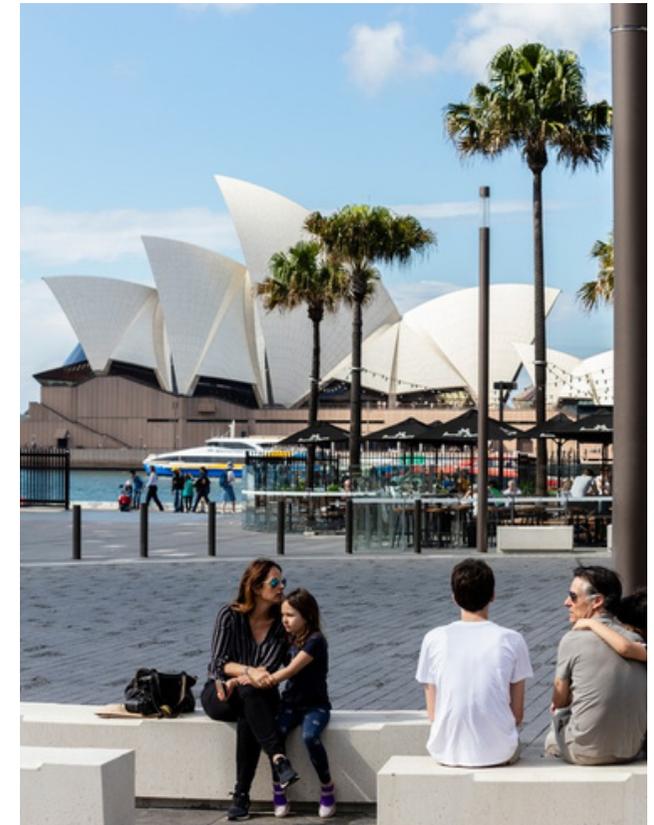
Australia-wide Natural Stone Supply

- Supply of Australian-quarried and locally processed stone products, as well as selected imported stone, for commercial and infrastructure applications.
- Full range of stone formats, including pavers, tiles, cobblestones, crazy paving, walling stone, kerbs, lintels, pool coping, step treads, risers and tactiles.
- Custom stone solutions incorporating bespoke dimensions, finishes and detailing, including engraving, street furniture, tactiles, bollards and sculptural elements.
- Preparation and coordination of detailed shop drawings for approval, aligned with design intent and construction requirements.
- Australia-wide supply capability, supported by reliable logistics, quality assurance and program-driven delivery.

Key Projects

Our project portfolio reflects more than 40 years of delivering high-quality paving across a broad spectrum of projects, from commercial supply through to the installation of large-scale infrastructure projects and some of the most complex designed public domain works in Australia. Delivered across high-profile metropolitan, interstate and regional locations, these paving projects demonstrate our ability to balance technical performance with design excellence within demanding design and construction environments.

The following case studies on paving projects highlight our proven capability to deliver paving at scale, manage technical complexity, and meet exacting design, construction and performance requirements across diverse site conditions.



Sydney Harbour Bridge Cycleway

- Delivered a once-in-a-generation public domain project adjoining the Sydney Harbour Bridge, balancing heritage sensitivity with contemporary infrastructure needs.
- Integrated large-scale Indigenous artwork into the paving through innovative pixelation techniques, creating a permanent civic artwork at city scale.
- Executed a completely bespoke paving design comprising approximately 133,000 individually placed cobbles, with no repeated patterns, cuts or straight lines.
- Collaborated daily on site with Aspect Studios Landscape Architects to prototype, refine and deliver millimetre-precise outcomes.

CLIENT

Arenco

LANDSCAPE ARCHITECT

Aspect Studio

YEAR COMPLETED

2026

TOTAL AREA

>650m²

AUSTRALIAN STONES

Austral Black, Calca Red,
Qld Beige & Maruya

PHOTOGRAPHY

Ruth Gold

SCOPE

Supply & Installation

LOCATION

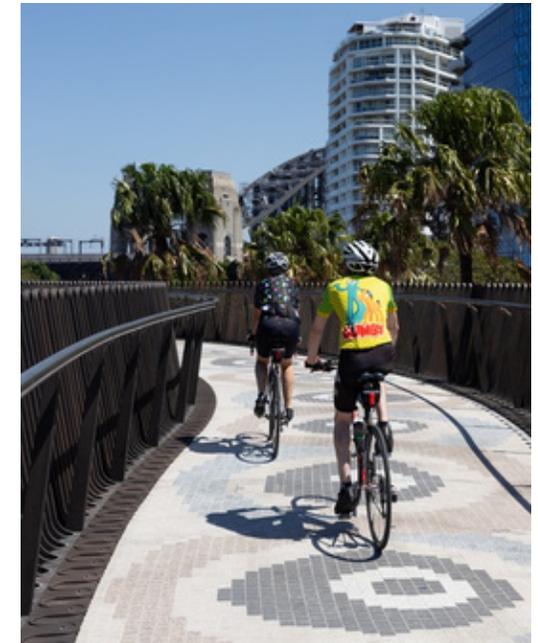
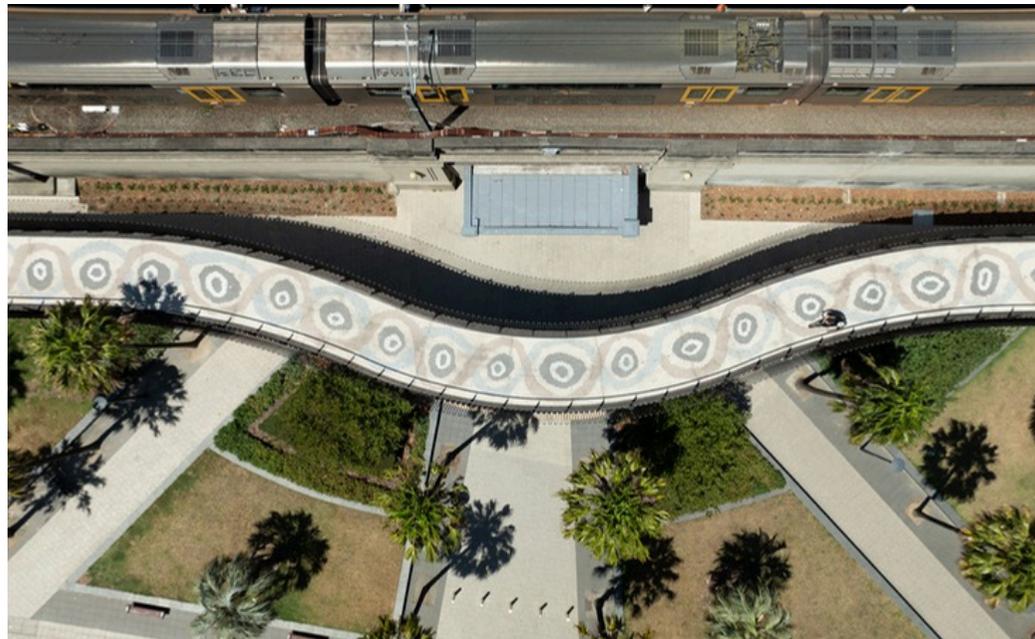
Milsons Point

VIDEO

[A New Chapter in Australian Craftsmanship - Aspect Studio x Sam the Paving Man](#)

“Sam the Paving Man became a valued trusted team member, not just a paving contractor”

— Jason Packenham,
Project Lead, Aspect Studios



Sydney Opera House

- Successfully delivered all three stages from 2015-2023 with the same team, including >12,000m² of paving, bollards, footings and minor civil works.
- UNESCO World Heritage listed Sydney Opera House project of major historical, architectural and cultural significance.
- Custom fan-shaped templates designed to ensure precision hand-laying of cobblestones.
- Exclusive use of Australian stone, including reactivation of the Siena Quarry and continuation of Melocco's legacy.
- Completed within a live, high-profile precinct with extended hours, strict Tier 1 builder requirements and minimal disruption.



CLIENT STAGE 1

John Holland

LANDSCAPE ARCHITECT

PTW Architects

CLIENT STAGE 2

Gartner Rose

PHOTOGRAPHY

Homepix &
Gartner Rose

CLIENT STAGE 3

Seymour White

AUSTRALIAN STONES

Calca Red & Siena

LATEST YEAR COMPLETED

2023

SCOPE

Supply, Installation &
Minor Civil Works

TOTAL AREA

>12,000m²

LOCATION

Circular Quay



Campbells Cove

- Delivered >5,000m² of premium Australian stone bespoke paving using exclusively locally processed materials.
- Executed intricate paving designs with bespoke patterns, textures and integrated lighting for a “starry night” effect.
- Completed within a highly visible, heritage-sensitive foreshore setting near the Sydney Opera House and Harbour Bridge.
- Managed complex logistics around cruise terminal operations, security requirements and public safety features.
- Featured stones included Austral Black, Austral Verde, and Austral Juperana in a variety of finishes.
- Incorporated heritage-conscious solutions, including porous paving to protect a heritage-listed Port Jackson Fig Tree.

CLIENT

Gartner Rose
Place Management

LANDSCAPE ARCHITECT

Context

PHOTOGRAPHY

Brett Boardman

YEAR COMPLETED

2019

TOTAL AREA

>5,000m²

AUSTRALIAN STONES

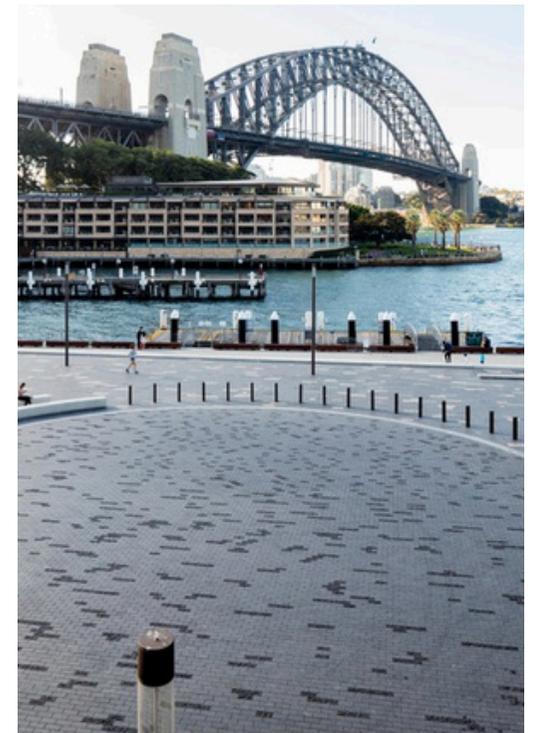
[Austral Black](#), [Austral Verde](#) & [Austral Juperana](#)

SCOPE

Supply, Installation & Minor Civil Works

LOCATION

Circular Quay



Darling Square Precinct

- Multi-stage Darling Square Precinct project delivered since 2015 as part of a major city masterplan.
- Supplied and installed >5,000m² of premium stone with intricate, interconnecting laneway patterns and designs.
- Collaborated with Lendlease, Aspect Studios and Hassell on stone selection and installation methods.
- Delivered complex paving designs as part of the precinct's integrated public artwork.
- Executed to high durability and craftsmanship standards in a busy, high-profile urban setting.

CLIENT

LendLease

LANDSCAPE ARCHITECT

Aspect Studios

PHOTOGRAPHY

Rowan Turner

YEAR COMPLETED

2016

TOTAL AREA

>5,000m²

STONES

[Austral Black](#), [George Grey](#), [Italia Porphyry](#), [Natural Bluestone](#), [Silver Black](#), [Annalyce Gold](#) & Australian Porphyry

SCOPE

Supply & Installation

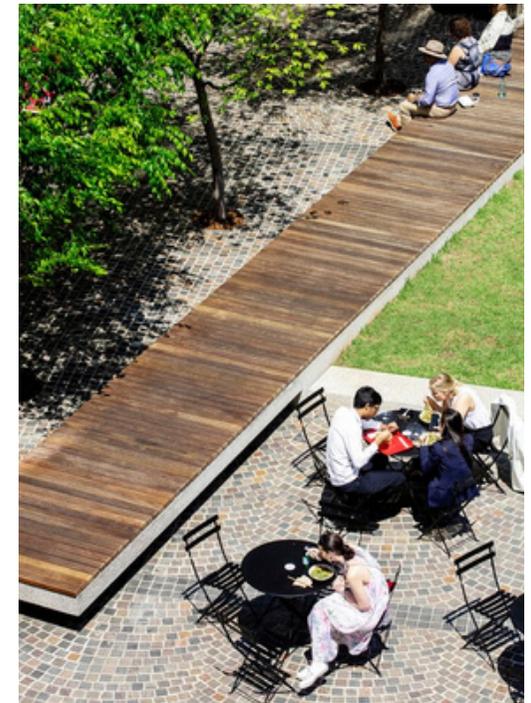
LOCATION

Darling Harbour

"The Darling Square project involved a paving pattern that had rarely been executed in an Australian context. Working alongside Sam the Paving Man, we problem-solved on site and figured out how to bring the design to life exactly as envisioned. That collaboration and attention to detail is what made it possible."

Today, the tapestry of paving patterns at Darling Square are frequently referenced as benchmarks for other projects - a lasting legacy of craftsmanship and innovation."

— Lauren Nissen, Senior Associate, Aspect Studios



Western Sydney Airport

- Part of the State Government-led Western Sydney Airport Precinct, a major, high-profile infrastructure project due to open in 2026.
- STPM supplied and installed 26,000m² of Pebblecrete terrazzo pavers and hardscaping in collaboration with Multiplex.
- Delivered large-scale works at speed, achieving installation rates of 300-400m² per day and completing works in four months.
- Executed with precise set-out, rigorous documentation and technical expertise to meet strict scrutiny and budget requirements.

CLIENT

Multiplex

LANDSCAPE ARCHITECT

360 Degrees

YEAR COMPLETED

2025

TOTAL AREA

>26,000m²

PRODUCT

Pebblecrete Terrazzo

PHOTOGRAPHY

Trevor Mein

SCOPE

Supply & Installation

LOCATION

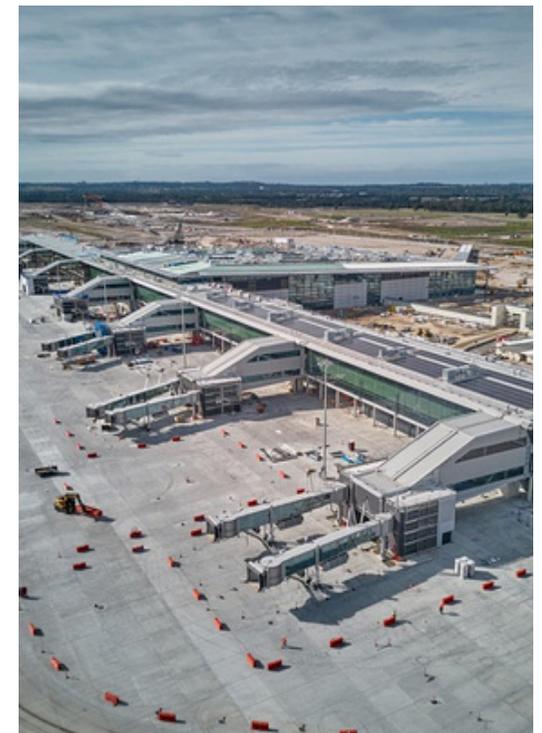
Badgery's Creek

“Sam the Paving Man worked collaboratively with Multiplex throughout the construction of the Western Sydney International Airport project.

Their team successfully installed more than 26,000 m² of paving whilst meeting a highly accelerated four-month program that required daily outputs of 300-400m² per day.

They showed precision and commitment to quality during set out, and consistency across the landmark project.”

— **Shaun Cain, Project Manager, Multiplex**



Canberra Metro Stage 1

- STPM completed paving and minor civil works on a major light-rail project linking Gungahlin to the Canberra CBD.
- Delivered >3,000m² of Australian natural stone hardscaping, including bespoke rhomboid-cut Austral Black granite.
- Scope included custom platform pavers, kerbs, ramps and surrounding street furniture.
- Worked collaboratively with Architectus, rail contractors and project stakeholders to integrate paving with rail and urban design.
- Successfully mobilised and managed an interstate workforce to deliver a high-profile infrastructure project.
- Performance on Stage 1 led to award of Canberra Metro Stage 2a in joint venture with John Holland & CPB which has commenced in early 2026.

CLIENT

Canberra Metro JV

LANDSCAPE ARCHITECT

Architectus

YEAR COMPLETED

2018

TOTAL AREA

>3,000m²

AUSTRALIAN STONES

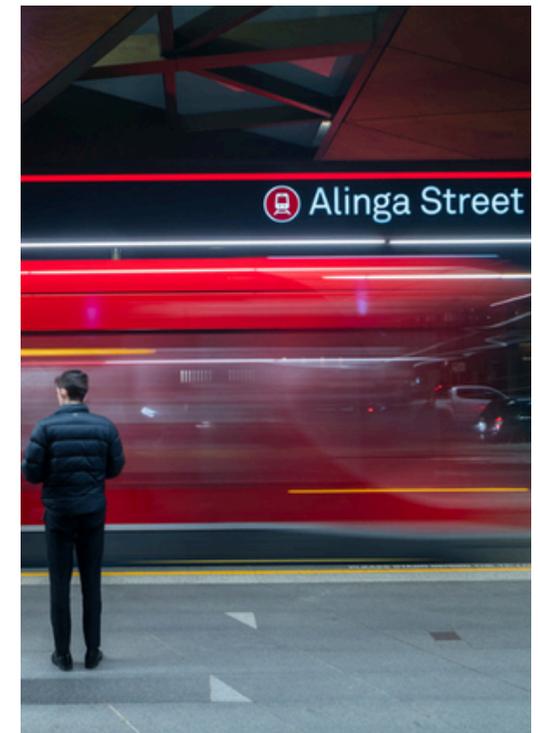
Austral Black & George Grey.

SCOPE

Supply & Installation

LOCATION

Canberra, ACT



Sydney Football Stadium

- Also known as Allianz Stadium, STPM delivered large-scale paving works to the forecourt and public domain of the stadium, continuing our long-standing involvement in NSW's most significant sporting venues.
- Installed over 500,000 pavers by hand in a unique paving pattern demonstrating proven capability to deliver intricate and high-volume works at scale.
- Successfully delivered works within a high-traffic public environment, maintaining quality, consistency, and program certainty.
- Worked collaboratively with John Holland to coordinate staging, access, and sequencing within a live construction environment.

CLIENT

John Holland

LANDSCAPE ARCHITECT

Aspect Studios

PHOTOGRAPHY

Martin Siegner Studio

YEAR COMPLETED

2022

TOTAL AREA

>15,000m²

PRODUCTS

London Grey, Austral Masonry Concrete Pavers

SCOPE

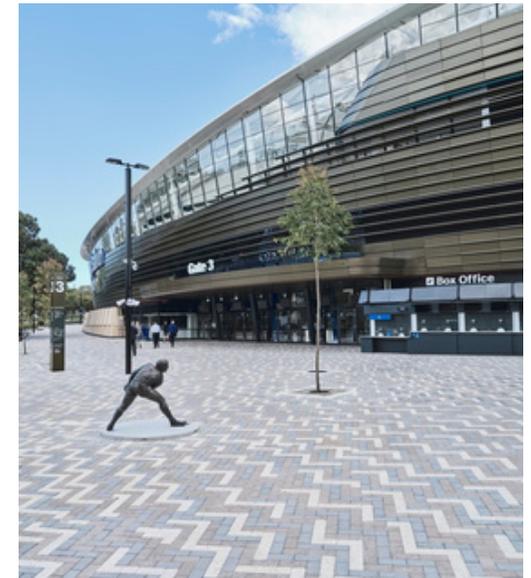
Supply & Installation

LOCATION

Moore Park

AWARDS

Masonry Contractors Australia — Excellence in Brick & Block Laying 2024



Martin Place Metro Station

- Delivered one of Sydney CBD's most complex public domain projects at Martin Place Metro.
- Supplied and installed >6,000m² of premium stone paving, incorporating custom monolithic stairs and finely detailed stone cladding with integrated artwork.
- Achieved millimetre-precise installation within staged works and intricate carved stone detailing.
- Managed demanding program and logistics with multiple crews working extended hours to meet milestones.
- Completed under highly detailed daily documentation and compliance processes, including photographic records, testing and reporting to the builder and City of Sydney.
- Implemented innovative installation methods and rigorous compliance to ensure long-term durability and quality.

CLIENT	LANDSCAPE ARCHITECT	PHOTOGRAPHY	YEAR COMPLETED	TOTAL AREA
LendLease	Aspect Studios	Peter Bennetts	2025	>6,000m ²
STONES	SCOPE	LOCATION		
<u>Austral Black</u> , <u>Sesame Grey</u> , <u>Dover Grey</u> & <u>Austral Verde</u>	Supply & Installation	Sydney CBD		



Sydney Olympic Park

- Delivered large-scale paving works at Sydney Olympic Park under non-negotiable program deadlines in the lead-up to the 2000 Sydney Olympic Games — a defining, iconic project that marked the beginning of our journey in major public domain and infrastructure works.
- Supplied and installed more than 10 million pavers, all hand-laid, demonstrating capacity to deliver labour-intensive works at exceptional scale.
- Sustained average production rates of 1,000m² per day, operating 7 days per week to meet critical project milestones.
- Successfully resourced and coordinated large site crews to deliver works safely, consistently, and in line with program requirements.

CLIENT

Sydney Olympic Park Authority (SOPA)

LANDSCAPE ARCHITECT

Peter Walker & Partners

YEAR COMPLETED

2000

TOTAL AREA

>205,000m²

PRODUCT

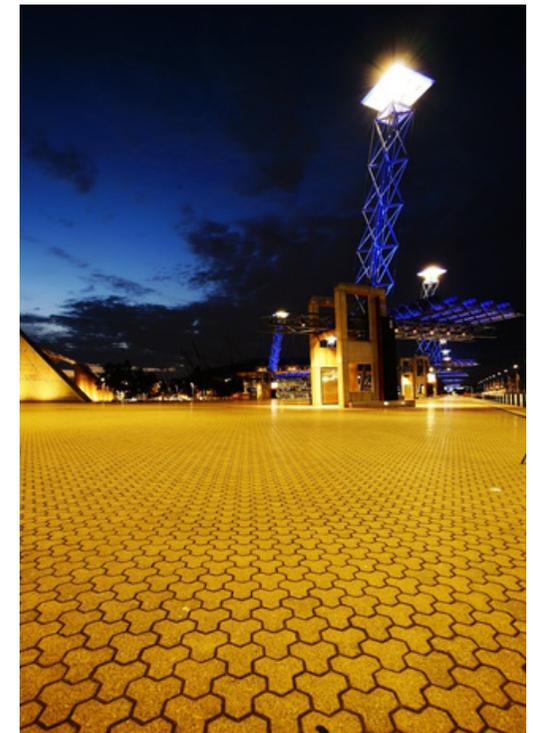
Adbri Masonry Concrete Pavers

SCOPE

Supply & Installation

LOCATION

Homebush



Sydney Light Rail

- Delivered specialist paving works across kilometres of the Sydney Light Rail, supporting one of NSW's most complex urban transport infrastructure projects.
- Implemented specialised installation methodologies adjacent to live track systems, ensuring precise tolerances, long-term performance and seamless integration with rail infrastructure.
- Worked safely and efficiently within constrained, high-traffic city environments, maintaining public access while coordinating with rail, civil and services contractors.
- Demonstrated proven capability delivering durable public domain paving at scale under strict technical, safety and staging requirements.

CLIENT	LANDSCAPE ARCHITECT	PHOTOGRAPHY	YEAR COMPLETED	TOTAL AREA
Acciona	Aspect Studios	Florian Groehn	2020	>30,000m ²
AUSTRALIAN STONES		SCOPE		LOCATION
<u>Austral Black</u> , <u>Austral Verde</u> & <u>George Grey</u>		Supply, Installation & Minor Civil Works		Sydney CBD



T1 Sydney Airport International Forecourt

- Sydney Airport International Forecourt demonstrates Sam the Paving Man's capability to deliver complex, large-scale commercial supply-only projects for internationally significant public infrastructure.
- Early collaboration with Hassell as landscape architect and specifier helped inform stone selection and confirm material suitability for a high-traffic environment.
- A diverse range of premium natural stones in multiple formats, colours and finishes was supplied to meet both design intent and long-term performance requirements.
- End-to-end procurement, staging and delivery were meticulously coordinated to align with the builder's program, supporting tight commercial timelines through reliable supply logistics.

CLIENT	LANDSCAPE ARCHITECT	PHOTOGRAPHY	YEAR COMPLETED	TOTAL AREA
SACL	Hassell	Simon Wood	2022	>5,000m ²
STONES			SCOPE	LOCATION
<u>Honey Jasper</u> , <u>Sesame Grey</u> , <u>Huron Bluestone</u> , <u>Sesame Green</u> , <u>Austral Black & Hazy White</u>			Supply Only	Mascot





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