



Turner & Townsend

Capability statement 执行能力陈述书

Theme Park
主题公园

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Making the difference 创造与众不同的价值

Market-leading

引领市场

We are a market-leading capital programmes professional services company trusted to drive better business outcomes for our clients across all sectors. With a heritage rooted in cost and commercial management we have a deep and tacit understanding of capital programmes, and apply this expertise to drive industry best practice and innovation.

作为深受信任的市场领先的资本项目专业化服务公司，我们旨在帮助所有领域的客户取得更佳的商业表现。我们深耕于成本和商业管理，深谙资本项目的运行之道，并运用专业知识推动行业最佳实践的发展，实现变革。

Independent

独立机构

With complete independence from the supply-chain, we put client's interests first, protecting you by providing an un-conflicted and uncompromised service to solve your specific challenges.

作为一家完全独立于供应链之外的公司，我们将客户利益放在第一位，提供非冲突性和非折中性的服务，确保解决您的具体问题。

Trusted partners

值得信赖的合作伙伴

We turn data into insights to confidently make informed decisions faster, achieving higher levels of performance and minimising risk for our clients.

我们在数据中得出见解，所以有信心能很快地做出明智的决策，从而将客户的风险最小化并实现更好的业绩。



Where we work 我们的足迹

Global expertise delivered locally

全球专业 服务本地

We are one global business providing a consistent quality of service to deliver great outcomes for your projects, wherever they are.

我们是一家全球化的公司，可为全球各地的客户提供始终如一的服务，交付优质的项目成果。

Operating in over 130 countries around the world, our teams work together to tackle projects collaboratively to a common set of high standards to make sure you see results quickly.

业务范围覆盖全球 130 多个国家，我们的团队相互协作，共同按照统一的高标准处理项目，确保您在短时间内就可以看见成效。

As we continue to grow our footprint we transfer knowledge between people, regions and sectors. This extensive knowledge and global experience helps us to think and innovate ahead of the market to deliver the best outcomes for our clients.

随着我们不断地扩大业务版图，我们在不同的人、地区及领域间传递知识。丰富的知识及全球化的经验可以让我们采取领先于市场的思维，并率先开始变革，向客户交付最佳的成果。

North America (19) Calgary, Chicago, Denver, Edmonton, Fort Worth, Houston, Los Angeles, Miami, Mountain View, Nashville, New York, Ottawa, Phoenix, San Francisco, Seattle, Tampa, Toronto, Vancouver, Washington DC

北美 (19) 卡尔加里，芝加哥，丹佛，埃德蒙顿，沃斯堡，休斯敦，洛杉矶，明尼阿波利斯，山景城，纳什维尔，纽约，渥太华，凤凰城，旧金山，西雅图，坦帕，多伦多，温哥华，华盛顿特区

Latin America (7) Bogota, Buenos Aires, Lima, Mexico City, Rio de Janeiro, Santiago, São Paulo

拉丁美洲 (7) 波哥大、布宜诺斯艾利斯、利马、墨西哥城、里约热内卢、圣地亚哥、圣保罗

UK and Ireland (18) Aberdeen, Bath, Belfast, Dublin, Birmingham, Bristol, Cambridge, Cardiff, Edinburgh, Glasgow, Leeds, London, Manchester, Newcastle, Nottingham, Reading, Sheffield, Teesside

英国 (18) 阿伯丁、巴斯、贝尔法斯特、伯明翰、布里斯托尔、剑桥、卡迪夫、都柏林、爱丁堡、格拉斯哥、利兹、伦敦、曼彻斯特、纽卡斯尔、诺丁汉、雷丁、谢菲尔德、提塞德

Europe (20) Amsterdam, Atyrau, Basel, Berlin, Frankfurt, Hamburg, Istanbul, Krakow, Madrid, Milan, Moscow, Munich, Paris, Rome, St Petersburg, Stavanger, Stockholm, Vienna, Warsaw, Zurich

欧洲 (20) 阿特劳、阿姆斯特丹、巴塞尔、柏林、汉堡、法兰克福、伊斯坦布尔、克拉科夫、马德里、米兰、慕尼黑、莫斯科、巴黎、罗马、圣彼得堡、斯塔万格、斯德哥尔摩、维也纳、华沙、苏黎世

Africa (9) Cape Town, Dar es Salaam, Durban, Gaborone, Harare, Johannesburg, Kampala, Nairobi, Maputo

非洲 (9) 开普敦、达累斯萨拉姆、德班、哈博罗内、哈拉雷、约翰内斯堡、坎帕拉、马普托、内罗毕

Middle East (6) Abu Dhabi, Doha, Dubai, Muscat, Dammam, Riyadh

中东 (6) 阿布扎比，达曼，多哈，迪拜，马斯喀特，利雅得

Asia (16) Bangalore, Beijing, Ho Chi Minh City, Hong Kong, Jakarta, Kuala Lumpur, Macau, Manila, Mumbai, New Delhi, Seoul, Shanghai, Shenzhen, Singapore, Tianjin, Tokyo

亚洲 (16) 班加罗尔、北京、胡志明市、香港、雅加达、吉隆坡、澳门、马尼拉、孟买、新德里、首尔、上海、深圳、新加坡、天津、东京

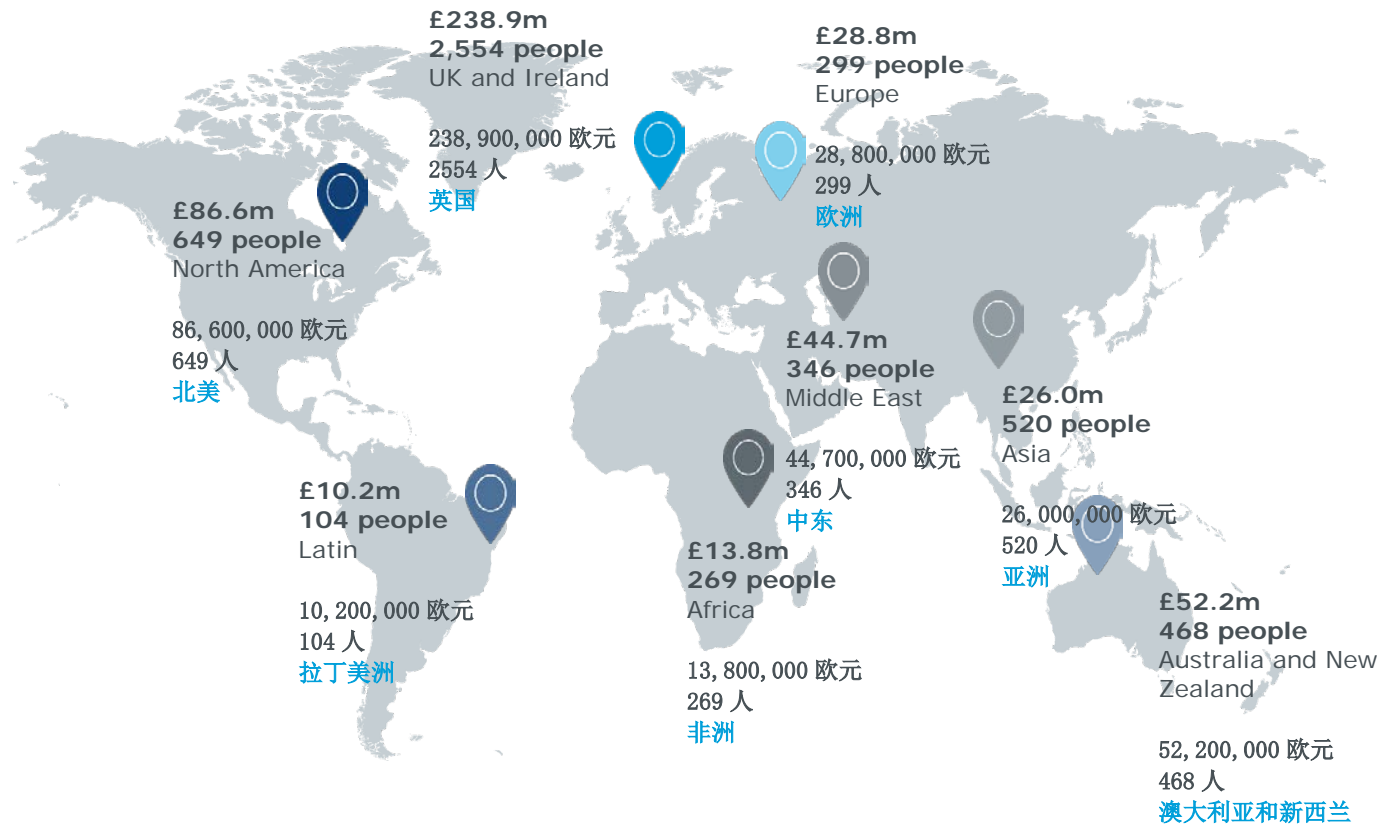
Where we work 我们的足迹

Australia and New Zealand (13) Adelaide, Auckland, Brisbane, Cairns, Canberra, Christchurch, Darwin, Gold Coast, Melbourne, Perth, Nadi, Sydney, Townsville

澳大利亚和新西兰(13) 阿德莱德、奥克兰、布里斯班、凯恩斯、堪培拉、基督城、达尔文、黄金海岸、墨尔本、珀斯、纳迪、悉尼、汤斯维尔

Total (108)

总计 108 个城市



Where we work 我们的足迹

Our China footprint

中国区足迹

Turner & Townsend has been active in China since 1996 and have offices in Shanghai, Beijing, Shenzhen, Macau, Tianjin and Hong Kong. We have delivered more than 1000 projects in over 81 locations across China, including Haikou, Hong Kong, Urumqi, and Harbin.

特纳唐逊自 1996 年进军中国市场以来，一直在积极发展业务，并且已经在上海、北京、深圳、澳门、天津和香港设立办事处。我们已经在海口、香港、乌鲁木齐和哈尔滨等 81 个中国城市完成了 1000 多个项目。

We help clients to deliver inward investment projects as varied as hi-rise commercial and/or mixed use developments, automotive and food retail roll-out programmes, semiconductor plants, manufacturing facilities, warehouses, head office buildings, rare earth metals foundries, research and development campuses, and consulate and embassy buildings. We also work on large scale development projects in China and overseas with Chinese multinationals.

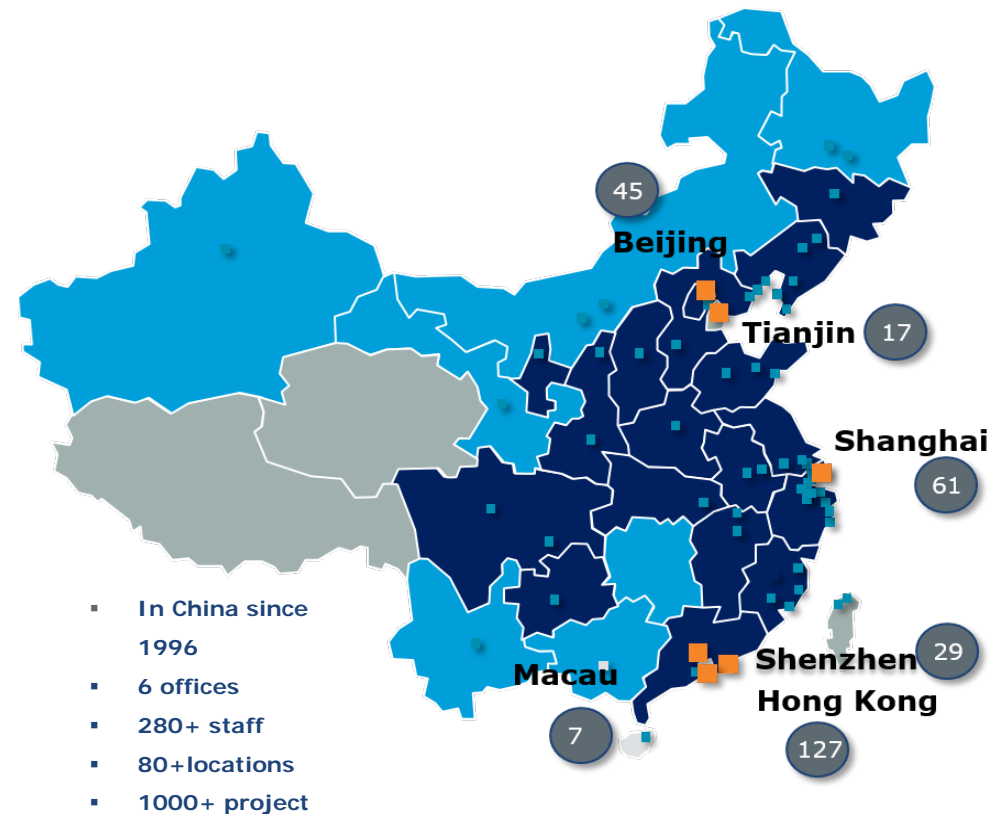
我们帮助客户完成各种对内投资项目，如商业及综合大楼开发、汽车及食品零售推广项目、半导体工厂、生产设施、仓库、总部大楼、稀土金属铸造厂、研发园区、领事馆和大使馆建筑。我们还与中国的跨国公司合作完成中国和海外的大型开发项目。

The breadth and depth of this experience has given us a comprehensive understanding of the complexities of investment and development in China, and an equally invaluable database of supply chain, cost benchmark data and other construction industry information across China.

广泛和深入的经验使得我们更加全面地了解在中国进行投资和开发的复杂性，同时我们还建立了有关供应链、成本基准数据和中国其他建筑行业信息的宝贵的数据库。

We are one global business providing a consistent quality of service to deliver great outcomes for your projects, wherever they are.

我们是一家全球化的公司，可为全球各地的客户提供始终如一的服务，交付优质的项目成果。



What we do 我们的业务领域



Our services cover the full spectrum of programme management requirements, from advisory to project delivery to post-project operational readiness, and support the full range of stakeholders in complex programmes.

我们的服务囊括了项目管理各方各面的要求，从咨询、项目交付到后期运营准备，并且可以为综合项目中的所有利益相关方提供支持。

We take ownership of the performance agenda throughout, always looking for better ways to improve our client's financial and contractual position.

我们全程掌握项目履行进度，坚持不懈地寻找更好的方法，改善客户的财务及合同状况。

Our depth of experience enables us to fully understand the challenges, plan for the desired outcomes, access the right capability, manage ambiguity, and continually apply data and insights to inform decision-making.

丰富的经验将有助于我们充分理解问题，规划预期成果，获得相匹配的能力、管理分歧，并且持续运用数据和理论来指导决策过程。

Programme strategy and set up

项目战略和启动

Setting up for success – building the right capabilities and execution plan to drive clear programme outcomes.

成功启动——建立正确的能力和执行计划，形成明确的项目成果。

Programme management

项目管理

Looking at the big picture, driving better overall outcomes, and having real confidence your programme is under control.

从大局出发，推动更好的整体成果，对项目的掌控有十足的把握。

Project management

专案管理

Delivering project success through effective planning, the right team and rigorous controls.

通过有效的规划、合适的团队和严格的控制实现项目的成功。

What we do 我们的业务领域

Cost and commercial management

成本和商业管理

Driving and safeguarding your commercial interests from start to finish.

自始至终确保并提升您的商业利益。

Procurement

采购

Developing and delivering procurement and supply chain strategies that get the best results from the market.

开发和交付可从市场中获得最佳成果的采购及供应链战略。

Controls and performance

控制和绩效

Applying robust and pro-active controls from a clear baseline to deliver confidence in programme and project performance.

基于明确的基线标准，应用稳健和前瞻性的控制，树立客户对方案和项目履行的信心。

Safety, health and quality

安全、健康和质量

Embedding the strategies and culture that support effective operations and maintain a safe and healthy environment.

采纳能够支撑有效运作并维持安全健康的环境的战略和文化。

Technology and data

技术和数据

Unlocking the potential of technology, data and information modelling to drive performance, support great decision-making and create collaborative working environments.

挖掘技术、数据和信息模式的潜能，推动项目履行，支持重大决策制定，并创造协同工作环境。

Advisory

咨询服务

Independent advice to help make your business and investments a success.

独立的咨询服务帮助您企业和投资取得成功。

Theme Park Statement 主题公园陈述

Making the difference

缔造非凡

Turner & Townsend has worked for some of the best known leisure and entertainment brands worldwide including Universal Pictures and Merlin Entertainment Plc.

特纳唐逊曾包括环球影业（Universal Pictures）和默林娱乐集团（Merlin Entertainment Plc）在内的一些全球知名休闲娱乐品牌提供服务。

Our expertise includes programme management, project management and cost management. We have worked on a wide range of theme parks with hard and wet rides, movie shows and associated facilities such as; ticketing, hotels, food & beverages outlets, other retail outlets, back of house and road/rail infrastructure.

我们的专长包括项目管理、专案管理和成本管理。我们的项目涵盖各种各样的主题公园、电影放映和其他相关设施，如票务、酒店、餐饮店、其他零售店、后厨和公路/铁路基础设施。

We provide skills, people and tools to overcome the cost management and project management issues in any given project. We help manage relationships between suppliers, stakeholders and client contacts to achieve a return on investment. Early engagement with the operator and stakeholder management are the primary considerations of working in this sector.

我们可以提供技能，人员和工具，在任何给定的项目中克服成本管理和项目管理问题。我们帮助管理供应商、利益相关方和客户之间的关系，以实现投资回报。与经营者和利益相关方管理层的早期接触是该领域工作的主要考虑因素。

It is how we are making the difference

我们如何缔造不同

We mobilise our teams quickly so we are able to grasp the goals of the development and understand the factors affecting it. Building close working relationships with our client and other members of the team at the outset of a project helps us to provide the most effective advice. Early implementation of management and control procedures promotes the delivery team's awareness of the need to design and deliver within budget and to programme throughout the duration of the project.

我们可以迅速调动我们的团队，以便我们能够掌握开发的目标并了解影响其的因素。在项目开始时与我们的客户和团队的其他成员建立密切的工作关系有助于我们提供最有效的建议。在项目前期实施管理和控制进程，促使设计团队认识到在整个项目期间按照预算和方案进行设计和交付的必要性。

Theme Park Statement 主题公园陈述

A selection of major projects includes:

主要项目包括:



Our understanding

我们的运作流程

Leisure and hospitality

休闲娱乐和酒店行业

High quality and prime location leisure & hospitality facilities have been in demand for the last decade. The continued growth of theme parks in particular is creating unprecedented opportunities for development of iconic and unique leisure & hospitality projects.

在过去的十年中，高品质和一流的休闲娱乐和酒店设施一直是人们的需求。主题公园的持续发展尤其为标志性和独特的休闲和酒店项目的发展创造了前所未有的机遇。

At Turner & Townsend we appreciate the unique characteristic of theme parks, and tailor our project solutions to match the demanding operational requirements. We apply this understanding to our project and cost management services including strategic programmes, design and procurement, implementation and operation.

特纳唐逊清楚主题公园的独特性，并可以根据业务需求定制我们的项目解决方案。我们将此理解应用于我们的项目和成本管理服务的，包括战略规划、设计和采购、实施和运营。

Theme Park Statement 主题公园陈述

Delivering theme parks

交付主题公园

We appreciate the importance of conducting a detailed brief to understand the market in which the theme park will trade. We also appreciate that maintaining full involvement with the operations team who will operate the theme park on completion is a key success factor. Project success is dependent upon a detailed and accurate brief, which must recognise specific brand requirements at the earliest stage. Estimate of capital and revenue costs will form the basis of the project appraisal process before commitment is given to proceed.

我们非常注重进行详细的事先调查，以了解主题公园的市场情况。同时我们也十分看重主题公园运营团队的充分参与，因为其是一个关键的成功因素。项目的成功取决于详细和准确的简介，它必须在早期阶段识别特定的品牌需求。资本和收入成本的估计将构成项目评估过程的基础，然后再进行建设。

At the implementation stage we will employ appropriate systems, either as specified by the client or from our own ISO approved procedures, to ensure project delivery to the agreed time, cost and quality. We fully appreciate the need for prompt delivery of the project and the earliest generation of the income stream through trading. We do however understand that the success of the project will depend upon the successful operational achievement, not just the completion date, and we work with teams towards achieving completed projects that are fully functional, without builder's defects and to the agreed brand standard

在实施阶段，我们将采用适当的系统，或是由客户指定的，或是我们自己的获得 ISO 批准的程序，以确保按照约定的时间、成本和质量交付项目。我们非常清楚迅速交付项目和尽快通过交易产生现金流的必要性。同时我们也明白项目的成功将取决于成功的运营成果，而不仅仅是完成日期，我们与团队合作，实现功能齐全、没有缺陷、符合约定的品牌标准的完整项目。



Case studies

National Geographic Anchor Store, Changzhou



Client 客户

Road King Infrastructure Ltd
路劲基建有限公司

Value 价值

Confidential 保密

Programme 工期

July 2016 - June 2017
2016 年 7 月到 2017 年 6 月

Appointment duration 预计工期

July 2016 - June 2017
2016 年 7 月到 2017 年 6 月

Client's requirements 客户需求

National Geographic and IP2 Entertainment have teamed with Road King to develop a family entertainment centre in Changzhou, China. The branded centre will occupy a space of 5,000m² in Road King City of Changzhou which is a large scale integrated entertainment and shopping destination.

美国国家地理杂志和 IP2 娱乐集团联手与路劲基建在中国常州开发一个家庭娱乐中心。该品牌中心将占据 5000 平米，在常州将成为一个综合的大型娱乐和购物中心。

Our contribution 特纳唐逊的贡献

Turner & Townsend has been commissioned to deliver quantity surveying services to ensure the project is delivered within the agreed budget. We work closely with IP2 Entertainment and local design team to provide cost management service from concept design to final account.

特纳唐逊负责提供工程量估算服务，以确保该项目在商定的预算内交付。我们与 IP2 和当地的设计团队紧密合作，提供从概念设计到最终结算的成本管理服务。

The work includes general fit-out construction and various theming facilities designed by industry experts.

主要包括总体的装修和各种主题设施和设备。

Making the difference 创造非凡的价值

- International experience has been brought in from across the globe to support the client.
通过特纳唐逊在全球范围内的项目经验为客户提供支持。
- Our QS team helped Client to award the General Contract, Theming contract within one month to assure construction commencement.
我们团队帮助客户完成了总包招标，并且在一个月内顺利完成合同模板，确保现场正常开工。

Case study

National Geographics Anchor Store, Shenyang



Client 客户

K11/New World Development
K11/新世界发展有限公司

Value 价值

Confidential 保密

Programme 工期

July 2016 - June 2018
2016 年 7 月到 2018 年 5 月

Appointment duration 预计工期

July 2016 - June 2017
2016 年 7 月到 2017 年 6 月

Client's requirements 客户需求

National Geographic and iP2 Entertainment have teamed with K11 to develop its first location in Shenyang, China. The branded center will occupy a space of 4,000m² in the Shenyang K11 Art Mall, a "Museum Retail" concept that aims to be the world's largest cultural and art experience centre.

美国国家地理杂志和 IP2 娱乐集团联手与 K11 在沈阳合作开发的中国第一个门店。该品牌中心在沈阳 K11 购物广场占地面积为 4000 平方米，以“博物馆零售”的概念，旨在成为全球最大的文化艺术体验中心。

Our contribution 特纳唐逊的贡献

Turner & Townsend has been commissioned to deliver quantity surveying services to ensure the project is delivered within the agreed budget. We work closely with iP2 design and project management team to provide cost estimate and procurement advice.

特纳唐逊负责提供工程量估算服务，以确保该项目是在商定的预算内交付。我们的团队与 IP2 的设计和项目管理团队紧密合作，提供成本估算和采购建议。

The work includes general fit-out construction and various theming facilities designed by industry experts.

我们的工作包括总体的装修施工及各种主题设施设备。

Making the difference 创造非凡的价值

- International experience has been brought in from across the globe to support the client.
通过特纳唐逊在全球范围内的项目经验为客户提供支持
- Our QS team review the initial budget based on local market knowledge.
基于当地的知识和经验，我们的团队会审核项目的最初预算

Case study

BMW BEDC



Client's requirements 客户需求

In expectation of a continuously growing automobile market in Central China in the coming decades and with the aim of offering dealers and customers more opportunities to experience the BMW driving pleasure in Central China, BMW plans to realize a new Driving Experience Centre within the Expo area of Shanghai, which is directly adjacent to the existing BMW and MINI Brand Experience Centers.

宝马和上海世博园区达成协议，将租用园区内一块20,000平方空地，并将其改建成宝马驾驶体验中心。宝马驾驶体验中心主要分为2个不同的区域，一个是大型沥青路面区域，占地约16,000平方，主要用于Level1的宝马汽车驾驶课程；另一个区域由6个独立的、具有高度安全性的越野场景组成，约2,750平方，旨在为客户提供各种越野驾驶体验。

BMW is entitled to use a site of 21,000 m² based on the sponsorship agreement with SH Expo. which includes two different modules: Multiple Dynamic Area & X-drive course. The first module is a large asphalt area of 16,000 m² and basically suitable for Level 1 BMW Driver Training programs. The second module (2,750 m²) consists of 6 separate off-road scenarios and offers various off-road situations under safe and controlled conditions.

此外整个项目场地外围设有永久性围墙并作为隔音屏障，不仅如此，宝马还在永久围墙的内侧安装了噪音监测系统来实时的进行噪音监测和控制。此外，大量的安全措施确保了驾驶体验时的安全性，奉行了宝马一直所贯彻的，安全至上的理念。

Client 客户

BMW Brilliance Automotive Ltd. 宝马汽车

Value 价值

Confidential 保密

Programme 工期

Feb.2016- Mar.2017
2016 年 2 月到 2017 年 3 月

Appointment duration 预计工期

Jan.2016-Mar.2017
2016 年 2 月到 2017 年 3 月

Our contribution 特纳唐逊的贡献

Project Management Service

项目管理

- Design Management
设计管理;
- Construction & Progress Management
施工与进度管理;
- Whole Process Quality Control
质量控制和管理;

- Safety Management
安全管理;
- Handover Management
交接管理

framework through which to deliver the project. Challenging time constraints were overcome through a revenue driven phased completion plan, sympathetic to the requirement for the project to service client & customers throughout the duration of the works.

特纳唐逊通过在早期阶段了解客户的主要目标并开发一个框架来为项目提供价值，从而为项目增添价值。通过收入驱动的分阶段完成计划克服了具有挑战性的时间限制，同时满足项目在整个工作期间为客户和客户提供服务的要求。

Cost Management Service

成本管理

- Project Cost Plan
成本计划
- Procurement & Tendering Management
采购和招标管理
- Contract Management
合同管理
- Risk Management
风险管理
- Change Control & Management
变更管理
- Project Cost Monthly Report
项目成本控制月报

Making the difference 创造非凡的价值

Turner & Townsend added value to the project by understanding the key goals of the client at an early stage and developing a

Case study

LEGOLAND Discovery Centre, Hong Kong



Client 客户

Merlin Entertainments 默林娱乐

Value 价值

HK\$80M
8000 万港币

Programme 工期

March 2018 – present
2018 年 3 月至今

Appointment duration 预计工期

18 months
18 个月

Client's requirements 客户需求

LEGOLAND Discovery Centre Hong Kong, approximately 3000m² is an indoor entertainment attraction which features models and attractions inspired by the Lego building toys. Discovery Centres are smaller versions of the LEGOLAND theme parks located around the world.

香港乐高乐园探索中心，面积约 3000 平方米，是一个室内娱乐景点，其特色是灵感来自乐高积木玩具的模型和景点。探索中心是位于世界各地的乐高主题公园的较小版本。

Our contribution 特纳唐逊的贡献

This appointment falls under Merlin Entertainments' extensive global expansion plans. Turner & Townsend are providing Project Management Services for the Hong Kong attraction, which is an exciting opportunity for Hong Kong as it will contribute significantly towards the country's tourism revenue.

这项任命属于默林娱乐广泛的全球扩张计划。特纳唐逊正在为香港景点提供项目管理服务，这对香港来说是一个令人兴奋的机会，因为它将为该国的旅游收入做出重大贡献。

Making the difference 创造非凡的价值

Turner & Townsend are acting as main interface of the project between the Merlin Operational, the Merlin Project Team and all Consultants and Contractors, ensuring strict budget and programme are met.

特纳唐逊是默林项目团队以及所有顾问和承包商之间项目的主要界面，确保满足严格的预算和计划。

Our business 我们的生意

We are an independent professional services company specialising in programme management, project management, cost and commercial management and advisory across the real estate, infrastructure and natural resources sectors. 我们是一家独立的专业服务公司，专门从事项目管理，成本和商业管理，以及不动产、基础设施和自然资源领域的咨询服务。

With 108 offices in 45 countries, we draw on our extensive global and industry experience to manage risk while maximising value and performance during the construction and operation of our clients' assets 我们在 45 个国家设有 108 个办事处，利用我们广泛的全球和行业经验，在管理风险的同时，在客户资产的建设和运营过程中实现价值和绩效最大化



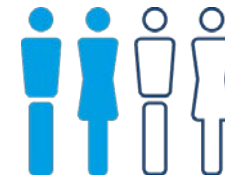
108

offices 办事处



45

countries 国家



5,209

people 人员



£549m

turnover 营业额



94

languages (including sign languages) 语言



1946

established 已完成

Our growth 我们的发展



£549m

turnover 营业额



£56m

operating profit 营业利润



5,209

people 人员



Awards

获奖情况

Selected recent international awards include:

近期获得的国际奖项包括:

- **Construction Excellence
SECBE Awards 2018**
Innovation Award
阿姆斯特丹创新大奖评选
- **ACE Awards 2018**
2018 年度 ACE 大奖
Best UK business performance for large firms
英国大型企业最佳经营业绩奖
- **MEED Awards 2018**
National Education Project of the Year
年度国家教育项目
- **Association of Project Management Awards 2018**
2018 项目管理协会奖
Project of the Year: Engineering, Construction and Infrastructure
年度工程: 工程、建筑和基础设施
- **Royal Institution of Chartered Surveyors Awards 2017**
2017 英国皇家特许测量师学会奖
Zoe King, Young Surveyor of the Year
Zoe King, 年度青年测量师
- **ACE European Awards 2017**
2017 欧洲 ACE 奖
Patricia Moore, Sterling Award
Patricia Moore, 斯特林奖
- **Building Awards 2017**
2017 建筑奖
Vincent Clancy, CEO of the Year
Vincent Clancy, 年度首席执行官
- **South African Planning Institute Awards 2016**
2016 南非规划研究院奖
Prestigious Planning Award, Ekurhuleni Or Tambo Aerotropolis Master Plan
杰出规划奖, Ekurhuleni Or Tambo Aerotropolis 总体规划
- **Qatar British Business Forum 2016**
2016 卡塔尔英国商业论坛
Organization of the Year
年度组织
- **Hong Kong Quality Building Awards 2016**
2016 香港建筑质量奖
Grand Award for High Standard of Quality for Hong Kong Housing Society
香港房屋协会高质量大奖
- **UK STEM Inspiration Awards 2016**
STEM Ambassador of the Year
Joanne Haskins, Birmingham
STEM 年度最佳大使
乔安娜·哈斯金斯, 伯明翰
- **The 9th South African Construction Awards 2016**
2016 第九届南非建筑奖
Women in Construction Pioneer of Innovation Award and Women in Construction Award, Noluthando Moloo, Johannesburg
建筑先锋女性创新奖和建筑女性奖, Noluthando Moloo, 约翰内斯堡

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