

### **Testimonial from Bill Webster, Investment Director Lend Lease Corporation Ltd 1987-1999**

It was Duss's formidable intellect that immediately set him apart from anyone else with whom I had previously worked, when I joined the Lend Lease executive team in 1986, as Investment Director of MLC Ltd.

It was fascinating debating with him, as he addressed investment and funds management matters, with which he had no prior experience. Our discussions would last several hours. Firstly he'd ask how the industry operated at the time. He would then, at frequent intervals, ask why it was done that way. All components were then dissected as he explored potential alternative ways of operating.

This was not just an exercise in learning. It was the first step in his constant desire to find a better way. There were few sacred cows. Involving leading practitioners from outside the organisation, and indeed from outside Australia, was a natural ingredient. Superimposed was the requirement that all solutions must benefit all stakeholders.

The above may sound logical and relatively straightforward. Not so. The debates were rigorous, the standards were extremely high. Not infrequently, when 'the team' thought they had come up with a good solution, they would be informed by Duss that it clearly wasn't going to satisfy the objectives, and we'd better start again.

To those who shared Duss's vision and determination it was demanding, but exhilarating and rewarding. Less visible, but just as real, was his belief that life should be enjoyed, and this enjoyment should not be denied to senior executives, or their families, because he, or the organisation were demanding of time, commitment and effort.

A remarkable leader, with very high ethical standards, who was genuinely interested in the best solutions for shareholders, employees and clients.