



WE DELIVER



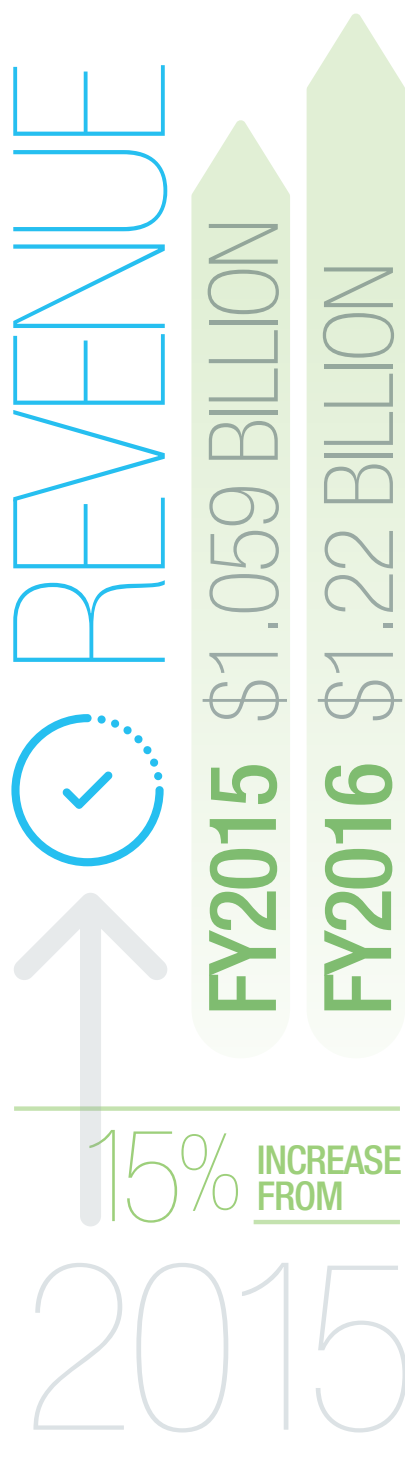
DELIVERING BEST FOR PROJECT OUTCOMES
WITH STRENGTH, DIVERSITY AND CAPACITY



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NATIONAL ACHIEVEMENTS



GROUP

BMD Consulting officially renamed Empower Engineers & Project Managers.

Empower 
ENGINEERS &
PROJECT MANAGERS

Established a working group to begin formally documenting our commitment to workforce diversity through a Reconciliation Action Plan (RAP). In its early stages, the RAP working group will discuss and evaluate strategies which will form a part of our RAP.



Our Capestone project in Mango Hill, north of Brisbane, celebrated a major project milestone, achieving 250,000 hours lost time injury (LTI) free. Capestone is illustrative of BMD's successful vertical integration strategy with developer Urbex engaging Empower Engineers & Project Managers (Empower) to undertake design, BMD Urban to complete civil construction works and JMac Constructions (JMac) to complete the project's landscaping requirements.

BMD URBAN CONSTRUCTED OVER 4,000 RESIDENTIAL ALLOTMENTS NATIONALLY.

BMD's Group Executive Director - Construction, Paul Fogarty, has been honoured for his role as an industry leader by Civil Contractors Federation (CCF) Queensland. Paul won the President's Award at CCF Queensland's 2015 Industry Leaders and Training Awards – an event that recognises the industry's top trainees, apprentices and employers.



Empower awarded their first two international projects, including a sewer treatment plant assessment in East Timor for the Australian Army and a contract with the Fiji Roads Authority undertaking cyclone recovery work.

JMac Constructions continued our zero LTI record for another year bringing the total to 4.5 years, with major projects completed including Robelle Domain Springfield (Queensland), North Shore Townsville (Queensland), the Karawatha Forest Discovery Centre (Queensland), Goyder Square in Palmerston (Northern Territory) and the Jubilee Park outdoor netball facility in Frankston (Victoria).

WESTERN AUSTRALIA

BMD Constructions awarded our first resources industry project, the stacker SK702 rail and embankment remediation works for Fortescue Metals Group located in Anderson Point, Port Hedland.

The Vasse Bypass project, 10 kilometres west of Busselton was delivered on budget and two months ahead of schedule, improving road safety and contributing to the future development of the Vasse Newtown townsite.

Completed the Fortescue River Bridge two months ahead of schedule and LTI free, providing a boost to road user safety and wet weather accessibility, ensuring the reduction of disruptions due to road closures, and flooding during the wet season.

NORTHERN TERRITORY

CCF Northern Territory awarded the 2016 Category 6 Earth Award to the Tiger Brennan Drive Duplication project, our first managing contractor role.

CCF awarded BMD Urban's Top End team a trifecta of awards at the Training Awards including First Year Apprentice of the Year Award, Indigenous Trainee of the Year Award and Mature Age Achiever Award.

BMD Urban completed more than one million man hours LTI free in the Northern Territory over 30 months while meeting tight project deadlines, across 32 urban development projects.

Urbex and JMac collaborated to successfully deliver a basketball facility for MacKillop Catholic College in Palmerston.

NORTHERN QUEENSLAND

After the successful completion of the first stage of the Cairns Southern Access Corridor, BMD Constructions was awarded Robert Road to Foster Road Stage 2, which is due to be complete late 2017.

BMD Constructions delivered safer and more reliable access for North Queensland residents with the official opening of the Dalrymple Road bridges near Townsville, completing the project an impressive three months ahead of schedule.

BMD Constructions awarded second construction manager role in Townsville for the CBD Utilities Upgrade for Townsville City Council.

BMD Industrial successfully delivered the 14 kilometre Bingegang Pipeline on time, under budget which provided cost savings to the client, and in full compliance with the client's safety, environmental, quality and construction requirements.

SOUTHERN QUEENSLAND

BMD Constructions awarded the six-lane Boundary Road Interchange across the Bruce Highway at Narangba for the Department of Transport and Main Roads.

BMD Industrial awarded first project with Seqwater, the Mount Crosby Eastbank Capacity Upgrade in South East Queensland.

The largest road project in Logan City Council's history has been awarded to BMD Urban. Work for the \$18 million upgrade of Chambers Flat Road is scheduled for completion in late 2016.

JMac was awarded the Southern Sports Field precinct project within the largest master planned city in Australia, Greater Springfield.

Orion Lagoon, constructed by JMac, was awarded the Parks and Open Space Award at the Australian Institute of Landscape Architects Awards.

Urbex worked with Plantation Homes to deliver Moreton Bay region's first ever terrace housing at Capestone, capitalising on market demand.

BMD URBAN HOSTED A MEDIA EVENT WITH FOREIGN AFFAIRS MINISTER, HON. JULIE BISHOP MP AND LOCAL MEMBER FOR BONNER, ROSS VASTA MP AT THE BELMONT SUBDIVISION SITE PROVIDING AN OPPORTUNITY TO SPEAK WITH OUR GRADUATES, UNDERGRADUATES AND TRAINEES ABOUT BMD'S COMMITMENT TO YOUTH EMPLOYMENT, JOBS AND GROWTH.

NATIONAL ACHIEVEMENTS

NEW SOUTH WALES

CCF New South Wales President's Gala Ball and Awards Dinner presented BMD with several awards including Project Manager of the Year, Supervisor of the Year, Safety Champion of the Year, Administration Support of the Year and Site Hand of the Year.

BMD Constructions successfully completed the upgrade to Camden Valley Way LTI free despite the high risk works on the project.

BMD Constructions continue to demonstrate their expertise in civil road construction, completing Narellan Road Upgrade Stage 1 and Terrigal Drive for Roads and Maritime Services.

Delivered Christmas cheer to Sydney Domestic Airport users with the opening of the Seventh Street Extension at the end of 2015, which includes five new dedicated exit lanes for motorists departing the Airport.

AUSTRALIAN CAPITAL TERRITORY

BMD celebrated 10 years in ACT, with works first commencing in 2006.

The Moncrieff East Residential Estate (Stages 1A, 1B and 5) was awarded winner of the Master Builders Association Civil Subdivision category at the ACT Excellence in Building Awards, and achieved more than 100,000 man hours LTI free over the course of the project.



VICTORIA

The Roads and Services contract as part of the Port of Melbourne Corporation's \$1.6 billion Port Capacity project at Webb Dock was successfully completed.

The \$45 million Buangor Bypass project completed and delivered seven months ahead of schedule.

The Victoria International Container Terminal Webb Dock project reached one million man hours LTI free.

BMD Constructions commenced works on the second stage of the \$15 million Bendigo Airport redevelopment project for the City of Greater Bendigo.

BMD Urban awarded four stages of work with a combined value of approximately \$10.4 million at the Clydevale Residential Estate in Victoria. This award follows the completion of previous stages of the project.

BMD Urban achieved 400,000 man hours LTI free over 15 months while meeting tight project deadlines, across 15 projects, within a 60 kilometre radius of the Melbourne CBD.

JMac completed the Jubilee Park Outdoor Netball Facility Redevelopment for Frankston City Council, providing the client with an alternative solution to the layout and method of power supply, eliminating 60% of the nominated underground boring. This offered the client cost savings and sped up the electrical supply in the construction program.



SOUTH AUSTRALIA

South Australia had a strong start to 2016 with the award of four projects: Blakeview Subdivision, Mount Barker Subdivision, King Bolivar Road Intersection and Humbug Scrub Intersection.

Following the successful works on the first stage of the Nan Hai Pu Tuo Temple project, BMD Urban was awarded additional contracts involving civil, services and structural works.

Successfully delivered the Kauri Parade Tennis Courts, completing the \$4.7 million design and construct project one month ahead of schedule and with \$1 million of 'whole of life' savings to City of Holdfast Bay.

TASMANIA

BMD Industrial successfully commissioned the Taswater Plant Inlet Works delivering 11 sewerage treatment plants across Tasmania, BMD's first ever Tasmanian based project.

WE DELIVER

CAPABILITIES

2015/2016
Annual Review

6



LANDSCAPING

SPORTING AND RECREATIONAL

RESOURCES AND ENERGY

RAIL

PORT AND MARINE

INDUSTRIAL

WATER AND WASTEWATER

MAINTENANCE

AIRPORT



ENGINEERING DESIGN



DEFENCE



LAND DEVELOPMENT



URBAN DEVELOPMENT



OIL AND GAS



ROADS AND HIGHWAYS



TUNNELLING



BUILDING CONSTRUCTION



REGIONAL AND REMOTE INFRASTRUCTURE

WE DELIVER BEYOND EXPECTATIONS





CHAIRMAN'S REPORT

MICK POWER AM
GROUP BOARD CHAIRMAN AND MANAGING DIRECTOR

Our success remains underpinned by the philosophy of 'we see things differently', and is what sets us apart from our competitors.

This philosophy continues to be strengthened by our investment in our people, clients, communities and our Zero Harm goal.

It is our commitment to these key aspects of our approach to business, which enables us to work collaboratively with clients, ultimately delivering projects with capacity and certainty.

Exemplifying this commitment, we cap off almost two decades in the Northern Territory this year, with the delivery of our first managing contractor role.

With Tiger Brennan Drive's project vision being 'Driving growth in the Territory', a significant focus was placed on enhancing local capacity, value for money and Indigenous engagement, while ensuring minimal traffic disruption and engaging the community's support.

The project has achieved one of our highest levels of engagement, with local contractors, achieving a staggering 92% engagement and over 23.5% Indigenous engagement at the project's peak.

AFTER 37 YEARS IN BUSINESS, BMD IS PROUD TO CONTINUE OUR RELATIONSHIP BASED MODEL OF CONTRACTING WHICH HAS BEEN AT THE HEART OF OUR ORGANISATION SINCE INCEPTION.

The team has further cultivated our partnership with the Clontarf Foundation, establishing a site visit initiative to enable young Indigenous men from the program to learn about construction environments and career opportunities.

This provides the perfect platform to build on, across our business, as we work towards formally establishing our Reconciliation Action Plan (RAP).

BMD proudly acknowledges the contribution our Indigenous employees, subcontractors and suppliers make to our work and industry, with some Indigenous staff having been engaged with us for more than six years.

Our commitment is to provide long-term career opportunities for Aboriginal or Torres Strait Islander (ATSI) peoples, and over the past decade we have worked to engage and train Indigenous employees with the establishment of Indigenous participation plans on numerous projects, like Tiger Brennan Drive.

BMD established a working group in 2015 to begin documenting our commitment to workforce diversity through a RAP. In its early stages, the RAP working group discuss and evaluate strategies which will form a part of our RAP.

Our RAP will document our commitment, within our sphere of influence, to contribute to reconciliation in Australia. It will outline practical actions we can take to build strong relationships and enhanced respect between ATSI peoples and other Australians, and it will set out BMD's aspirational plans to drive greater equality by pursuing sustainable opportunities.

As we continue on this journey, we see our sustainability in the future shaped by all that has made us successful in the past.

WE DELIVER
COLLABORATIVE
CONTRACTING

THE BMD GROUP



BMD CONSTRUCTIONS offers civil construction services for major infrastructure projects throughout Australia. Expertise, experience and resources are applied across the industry sectors of transport, water, rail, port, resources and energy. The company engages in projects ranging in value from \$1 million to in excess of \$1 billion as a principal contractor and in joint venture with other major contractor and design partners.



BMD INDUSTRIAL, a division of BMD Constructions, is managed by a group of highly experienced industry executives who assemble professional project teams to deliver structural, mechanical, piping and electrical solutions for a diverse range of clients and industries.



BMD URBAN is a specialist civil and building contractor to the urban development industry. The company draws on significant industry experience and utilises management systems, delivery methodologies and a relationship based approach that is specifically tailored to the needs of this industry. Integrated services can be offered in partnership with Empower Engineers & Project Managers, JMac Constructions and Urbex to achieve seamless and cost effective project delivery.



EMPOWER ENGINEERS & PROJECT MANAGERS (Empower) provides superior civil, structural and geotechnical engineering design and project management services. Empower's experience includes residential, commercial and industrial developments, infrastructure, resource and energy projects across metropolitan, regional and remote areas. Key services include planning and feasibility studies, road infrastructure design, flood studies, land development and services design, water quality and stormwater management, structural engineering and shoring, and foundation design.



JMAC CONSTRUCTIONS (JMac) specialises in all aspects of landscape construction including residential, commercial, industrial, public infrastructure, environmental rehabilitation and long term care and maintenance. From street scapes, boardwalks, public structures, stone entry statements, playgrounds and parklands, JMac has the ability to successfully construct and create unique landscapes of all shapes and forms.



URBEX is an innovator in residential and commercial development, undertaking wholly owned projects and joint ventures in developments of varying scale and size. Harnessing leading talent in project structuring, planning, management, delivery and marketing, Urbex delivers excellence in the creation of new communities to meet the lifestyle needs of Australians today and into the future.



CORPORATE STRATEGY OPERATIONS

SCOTT POWER
GROUP EXECUTIVE DIRECTOR - OPERATIONS

ON THE BACK OF OUR DIVERSIFICATION STRATEGY, THE BMD GROUP HAS CONTINUED TO DELIVER OUTSTANDING RESULTS FOR OUR CLIENTS, MAXIMISING OPPORTUNITIES AND ENSURING WE REMAIN DEDICATED TO THE VALUES WHICH HAVE CONTRIBUTED TO OUR SUCCESS TO DATE.

BMD Urban continue to achieve growth year on year with record tenders and lots delivered across a range of subdivision projects nationally. In Victoria, they delivered 1,605 lots, tripling the number delivered in the previous financial year.

However, it was their ability and capacity to deliver local public infrastructure projects which was most evident within the last financial year, with the completion of projects including the Anzac Memorial Walk and Henley Square in South Australia. Together with JMac Constructions, they also delivered Goyder Square in the Northern Territory and Beenleigh Town Square in Queensland.

The operational excellence of our business units working in vertical integration with one another continues to provide us with a unique service offering. We are able to offer clients driven teams who deliver value for money and innovative engineering solutions through collaboration.

We continue to look at opportunities for geographical and sector diversification, capitalising on the investment in key regions such as New South Wales and looking for prospects in growing sectors including defence.

Innovation is key to the success of our business in all sectors and by continuously improving our systems we are able to ensure our staff perform their roles to their full capacity, with confidence. This year we launched a new Business Management System (BMS) portal which

has reduced the administration time for our staff. This includes a timeline for how to build projects, based on the roles and responsibilities of positions across our projects. The timeline compartmentalises the information for staff to better dissect what is important to them at the particular phase of the project they are involved with. By setting clear guidelines for who is responsible, we provide clients with assurance and impart knowledge to our people which increases compliance and ensures better project outcomes for our clients in achieving their goals.

WE DELIVER EXCEPTIONAL PROJECT TEAMS

Coupled with this is the introduction of a new platform to house electronic data from the newly created e-forms. These will improve efficiencies by streamlining our approval processes and improving procedures for our people.

We continue to support our people through a range of programs and initiatives including our emerging leader's course and graduate events. By celebrating diversity and individuality we provide an inclusive workplace which offers clients greater outcomes by embracing each individual and what they bring to our business.

We celebrated 10 years operating in the Australian Capital Territory in February this year, having commenced work on the Alexander Maconochie Centre in Hume in 2006. Our experience in this region is testament to the commitment of our project teams in overcoming diversity to deliver for clients across a range of sectors. Most recently, this included the delivery of the Olympic Highway Bridge Replacement project at Kapooka in June.

Earlier this year, we saw the opportunity to deliver clients further certainty around our product offering – rebranding BMD Consulting to Empower Engineers & Project Managers. This new identity has been developed to satisfy all of the existing expectations of what the business stands for, how their service can enhance each client's business, whilst simultaneously providing the brand differentiation we are seeking, to distinguish BMD Consulting from the BMD Constructions and BMD Urban businesses and services we offer.

The BMD Group look forward to continuing our success into the coming year and capitalising on our investment in our people whilst achieving Zero Harm and providing certainty for our clients and partners.



CORPORATE STRATEGY FINANCE

CRAIG MORTENSEN
GROUP EXECUTIVE DIRECTOR - CHIEF FINANCIAL OFFICER



THE 2015/2016 FINANCIAL YEAR DELIVERED A SOLID RESULT BASED ON A STRONG CONTRIBUTION FROM ALL REGIONS WITH TURNOVER ONCE AGAIN EXCEEDING \$1 BILLION. THE TREND OF PREVIOUS YEARS CONTINUED WITH THE INFRASTRUCTURE GROWTH IN THE SOUTHERN REGION AND ONGOING STRENGTH OF THE PROPERTY MARKET, DELIVERING STRONG RETURNS FOR THE GROUP.

The key strategy to diversify the business underpinned the Group's performance during the year. This diversification strategy not only applied to market and geographic diversity, but also diversity in the BMD workforce, an approach which significantly contributed to our ability to innovate in order to improve our operational performance.

The Group benefited from the strong property market in both Victoria and South East Queensland. Both Urbex and BMD Urban delivered strong financial results in these regions, with the outlook for the next 12 months remaining positive. Recent land acquisitions by Urbex in the South East Queensland region will underpin their financial result in the coming years.

BMD Constructions' performance reflected the general state of the infrastructure market in Australia. The Victorian and New South Wales divisions experienced significant revenue growth in line with the expenditure programs being undertaken by both the public and private sectors in these regions. In addition, these regions benefited from the diversification of their client base into other industry sectors. Our Northern Region and Western Australia continue to be affected by low capital works expenditure

programs and the continuing downturn in mining related works. Independent of the state of the market, the fledgling Western Australian business continues to generate opportunities and is growing its business in line with expectations.

BMD Industrial continued on its growth trajectory and delivered results that were better than expected, with the award of a number of water and wastewater projects in South East Queensland.

The engineering consulting business, renamed Empower Engineers & Project Managers during the year, produced strong returns through diversifying their client base from both an industry sector and regional perspective. A successful year financially and operationally, the continued growth, including into offshore markets, is expected to result in increasing returns in the coming years.

The BMD Group balance sheet remains strong with the Group exploring alternative funding options and capital structures to fund land acquisitions for development by the land businesses. The continuing support of the banking and bond syndicates has directly supported the growth of both Urbex and the construction businesses during the year.

For several years, BMD has utilised a panel of lawyers to ensure BMD obtains the best legal advice and value for money for our businesses. In 2016, BMD will be reviewing the panel to ensure our legal support continues to meet the requirements of our changing business. To reflect the importance of diversity to the BMD Group, a new selection criteria for the legal panel will be their diversity and equity policies and how they deliver them within the broader legal profession.

Internally, the Group finance function has continued to challenge how they deliver services internally and to external stakeholders. Implementation of technological innovations and improved processes, together with a strong focus on professional development and service standards for team members, has delivered benefits. The Group has seen these benefits through improved quality and accuracy of work, higher productivity and lower costs. Automation of tax related processes and registration of invoices are two examples that have created benefits to the Group.

As we approach the coming year, the history of our relationship based business model, which has stood the test of time in a highly competitive market, will remain BMD's strongest competitive advantage.

PROJECT HIGHLIGHTS

"BMD APPROACHED A VERY DIFFICULT SITE WITH MULTIPLE STAKEHOLDERS AND USER GROUPS, UNIQUE CLIMATE CONDITIONS AND LIMITED ACCESS WITH PRECISE AND METICULOUS PLANNING. THEIR COMMITMENT TO ENSURING THAT THE PROJECT WAS DELIVERED ON TIME AND ON BUDGET ENSURED THAT THEIR MANAGEMENT OF THE SITE AND PUBLIC WAS EXCELLENT."

JAMIE HOSKINS, CITY OF CHARLES STURT.



HENLEY SQUARE

The Henley Square redevelopment was a landmark project for the City of Charles Sturt. It involved a complete revitalisation of Henley Square and the surrounding area located in one of Adelaide's busiest beachside suburbs. BMD successfully delivered the project, which has become an enduring asset to the wider Adelaide community.

The project was situated in a highly sensitive area with works coinciding with local businesses' standard trading hours. Due to the precinct's popularity amongst locals and tourists, the project provided operational challenges and BMD understood the importance of delivering the project on time, to the highest quality and value, whilst maintaining excellent stakeholder management.

BMD was engaged on a lump sum contract following a value management phase which BMD championed as the preferred contractor. The value management phase involved a series of meetings and workshops which yielded a number of potential saving items and ultimately led to the project being brought back within the client's budget, with major savings in the order of \$800,000.

The redevelopment of the square and surrounding areas has delivered a multi-functional space that allows for outdoor dining, water features and additional seating facilities, activating the space for all users to enjoy.



GOYDER SQUARE

In partnership with JMac Constructions, BMD Urban completed the \$5.6 million Goyder Square – Stage 2 transformation for the City of Palmerston in Darwin on time and on budget.

Key features of the redevelopment include a continuous open space link from Goyder Square to the water tower park, tree lined paths, open grassed area to support a range of recreational activities, an interactive water feature, a fenced playground, outdoor seating, a shade structure and performance space to hold community events.

Despite a number of delays due to design challenges and unknown existing services, the project was completed lost time injury (LTI) free and on time for the City of Palmerston's Christmas tree lighting ceremony.

BMD Urban is proud to have delivered an iconic project that is a vital community asset as the green heart for the Palmerston city centre, demonstrating strong capabilities in both soft and hard landscaping features.



WE DELIVER SUPERIOR PUBLIC INFRASTRUCTURE

"I WISH TO CONGRATULATE YOUR ENTIRE TEAM FOR THE DELIVERY OF THIS PROJECT ON TIME AND ON BUDGET FOR THIS YEAR'S ANZAC DAY COMMEMORATIONS. WITH A SHORT TIME FRAME AND A CONSIDERABLE AMOUNT OF WORK TO BE UNDERTAKEN, IT WAS A BIG ASK, AND YOUR TEAM CERTAINLY DELIVERED, FOR WHICH WE ARE INCREDIBLY GRATEFUL."

MARTIN HAESE, THE LORD MAYOR OF ADELAIDE.



ANZAC MEMORIAL WALK

BMD Urban successfully delivered the Anzac Centenary Memorial Walk, bordering the eastern boundary of Government House in Adelaide on time and on budget.

The Memorial Walk is South Australia's flagship project to commemorate the Centenary of Anzac. Located along Kintore Avenue from the South Australian National War Memorial to the Torrens Parade Ground, it involved the construction of a new seven metre wide granite paved walkway, flanked on one side by a new Government House fence and on the other by a raised granite clad garden bed.

The Memorial Walk's new fence features a 60 metre section of granite panels etched with images from a century of service by Australian defence personnel, to acknowledge the sacrifice of all Australians who have been affected by war.

The new perimeter fence, either side of the etched feature panels, runs the length of the eastern boundary of Government House with an open blade design allowing views of the Government House gardens.

BMD is honoured to have been part of this iconic project within the city centre and are proud to have delivered a quality product that honours the Anzac spirit. Given project constraints, the timely delivery for both the Anzac Day commemorations and the Port Adelaide Football Club's Anzac Day match against Geelong was an outstanding achievement for all involved.

BEENLEIGH TOWN SQUARE

BMD Urban and JMac Constructions delivered a vibrant community centre in the heart of the Beenleigh Business Precinct for Logan City Council.

The \$10 million project involved a mix of construction disciplines, including civil, electrical and landscaping. The result is a vibrant open space that includes a civic platform, pavilion structure and open air market space.

Given the project's location in the town's central business district and the amount of public interest, BMD ensured extensive and consistent communication with various government and private stakeholders, as well as effective traffic control planning on the project, which resulted in minimal disruption and limited traffic congestion or confusion during road closures.

The development of this town square from what was once a six-lane roundabout, has contributed to a thriving community, completed on budget and with all milestones met in the scheduled timeframes, strengthening our relationship with Logan City Council.

WE DELIVER BEST FOR PROJECT OUTCOMES



"AS THE SUPERINTENDENT'S REPRESENTATIVE ON THE PROJECT, I HAVE BEEN VERY IMPRESSED WITH BMD'S PERFORMANCE. THEIR PROFESSIONALISM AND DETAILED PLANNING OF THE WORKS HAS BEEN EXEMPLARY, AND THEIR CAREFUL HANDLING OF THE INTERFACE WITH THE PUBLIC TRANSPORT AUTHORITY HAS BEEN PARTICULARLY IMPORTANT."

ANTHONY MORROW, SUPERINTENDENT'S REPRESENTATIVE, MAIN ROADS WA.



THIRD AVENUE BRIDGE

BMD Constructions successfully delivered the Third Avenue Bridge in Maylands, 10 minutes outside of Perth's CBD for Main Roads Western Australia on time and on budget.

The \$9 million project involved the deconstruction of the old 1920's timber bridge over the Perth-Midland rail line, and the construction of a new steel and concrete single span structure.

Project challenges included a constrained work site and the need to keep the principal shared path completely operational as it is the network which carries thousands of cyclists to and from the Perth CBD each day. Working near train services as well as the unique mix of adjacent private residences added to the project's challenges. With train services every five minutes at peak times, the works were completed behind a general exemption fence and works within the rail corridor were completed during rail shutdowns, meeting the client's expectations.

BMD Constructions is proud to have delivered on all project objectives including improving safety, pedestrian and cycle links, removing the existing aging bridge and increasing rail efficiency.

HIGHLIGHTS

All client program timeframes were achieved, allowing the bridge to open after just eight months of construction.

Opening event attended by more than 50 members of the local community who walked over the newly constructed bridge before it opened to traffic.

Successful stakeholder engagement with key transport authorities and the community.



TIGER BRENNAN DRIVE DUPLICATION

BMD Constructions successfully collaborated with the Northern Territory Government Department of Infrastructure to deliver the \$88 million Tiger Brennan Drive duplication.

BMD delivered the project via a managing contractor delivery method, which is a first in a public civil project for the Territory, and resulted in a number of smaller contracts tendered, providing the opportunity for local businesses to become involved. Not only was this a first for the Territory, but it was BMD's first appointment to a managing contractor role which resulted in key learnings for the BMD team.

With the project vision 'Driving growth in the Territory', significant focus was placed on enhancing local capacity, value for money and Indigenous engagement with minimal traffic disruption and engaging the community's support.

BMD is proud to have delivered on all project objectives meeting client expectations, including improving safety and pedestrian movements at intersections, improving connectivity with eased congestion and improvement in traffic flow, whilst catering for long-term growth in the area.

HIGHLIGHTS:

92% of project spent on local contractors/suppliers.

23.5% Indigenous engagement at peak.

Total of 15 trainees undertaking studies on-the-job with 10 of these being Aboriginal and Torres Strait Islander (ATSI) trainees.

Awarded additional scope for the Ludmilla flood mitigation contract.

Won Civil Contractor Federation Northern Territory 2016 Earth Awards Category 6 – project valued more than \$75 million.



WYNDHAM HARBOUR

BMD Constructions delivered an iconic destination involving an integrated waterfront residential estate and marina development on Port Phillip Bay, Werribee South.

As head contractor for the design and construct (D&C) project, BMD delivered approximately 200 residential lots and a safe boat harbour for approximately 350 marina berths on budget due to the meticulous planning and exploring of every opportunity that arose along the way.

Wyndham Harbour was a model example of how and why early contractor involvement (ECI) can triumph over the standard D&C model. Involving the contractor allowed for an optimised constructible design and the success of the open and transparent collaboration now speaks for itself through the completed project.

Throughout the five year construction period, BMD remained committed to providing a high quality product to meet the client's expectations, delivering over \$59 million in construction works over numerous stages.

"I WOULD HAVE NO HESITATION IN RECOMMENDING BMD AS AN EXPERIENCED CONTRACTOR WHO ENGAGED IN THE ECI PROCESS IN AN OPEN, TRANSPARENT AND COLLABORATIVE MANNER. AFTER EMBARKING ON THE JOURNEY WITH BMD OVER FIVE YEARS AGO, WE CONTINUE TO HAVE A STRONG WORKING RELATIONSHIP."

**SONYA MILLER, PROJECT DIRECTOR,
WYNDHAM HARBOUR PTY LTD**



KAPOOKA OLYMPIC HIGHWAY

BMD Constructions has successfully delivered a safer road in regional New South Wales with the realigned Olympic Highway at Kapooka officially opened in June 2016.

The existing Kapooka Bridge, originally built in 1880, was a traffic black spot and its upgrade had been in the planning stage for over 20 years. BMD Constructions delivered the \$55 million project on time, with the scope including a new road bridge over rail, three kilometres of greenfields highway construction and a new interchange to the Blamey Barracks, Kapooka.

The project was one of the largest road projects in recent history in the Wagga Wagga area, creating jobs and stimulating the local economy.

The project team placed particular emphasis on BMD's Zero Harm goal, achieving over 220,000 hours LTI free and a total recordable injury frequency rate of just six. The team also remained committed to protecting the environment, achieving "green lights" on 80% of the joint Roads and Maritime Services inspections.

With the realigned highway now open, the project has achieved its objective of improving road safety, freight efficiency and reducing travel times along this stretch of road which had a lengthy accident history.

A young woman with brown hair tied back, smiling at the camera. She is wearing a light blue button-down shirt with a small 'BMD' logo on the left chest. Her arms are crossed. The background is a warm, out-of-focus interior with vertical wooden slats and a soft light source on the right.

**OUR PEOPLE,
COMMUNITY
AND INDIGENOUS
ENGAGEMENT**



OUR PEOPLE

BMD CONTINUE TO DELIVER

key processes to further develop our current workforce and remain committed to supporting new recruits through a range of practical, forward thinking and focused initiatives.

We remain committed to achieving gender equality in the workplace. After conducting a comprehensive gender equality and workplace arrangements survey, BMD considered feedback and implemented a range of new initiatives including an updated Equality Policy, a new procedure designed to facilitate flexible work arrangements, an online portal to ensure staff are aware of current job opportunities, and new training in the BMD Online Training (BOLT) system in the areas of discrimination, workplace bullying and sexual harassment.

In 2016, 16 new graduates were employed in regions and business units across the country. Our graduates attended BMD's annual two day graduate initiative at the BMD Northcliffe Surf Life Saving Club where they participated in team building initiatives and heard from some of Australia's most successful Ironmen and women.

As part of BMD's recruitment process, a new electronic on-boarding system was introduced to give new employees the ability to upload their personal and payroll data prior to commencement of work. The system has minimised the requirements for documents to be submitted or mailed in hard copy, significantly improving recruitment efficiency.

BMD's motto of 'our business is our people' remains at the forefront of operations with the organisation founded on the principle of achieving success through people. Upskilling and developing employees is a key focus for BMD and in the 2015/2016 financial year we worked with 38 engineers to obtain Chartered status through Engineers Australia.

Training and upskilling our field workforce remains a priority for BMD with 97 employees engaged in Certificate III apprenticeships and traineeships across our operations nationally. These training opportunities provide a valuable career path into field based supervisory roles which play a key role in the successful delivery of our projects.

The continued success of BMD's 20 Year Club illustrates our commitment to our people with the club growing to 68 members in 2016.





COMMUNITY

BMD has been committed to providing lasting legacies to the communities in which we operate since our inception in 1979.

We work in partnership with Indigenous and non-Indigenous organisations who embody our values to achieve long lasting benefits in areas including health and wellbeing, arts and culture, job creation, environment, and social and community development.

BMD are long-term partners of the Wynnum Manly Seagulls, BMD Northcliffe Surf Life Saving Club, North Queensland Cowboys and the Brisbane Lions. In 2015, BMD also partnered with the Clontarf Foundation to help improve education, discipline, life skills, self-esteem and employment prospects of young Aboriginal men.

We have also recently partnered with the Men of League Foundation as naming rights sponsor of their Queensland Welfare program.

As well as our national sponsorships, BMD's regions, business units and individual projects are encouraged to support the local community at a grass roots level. During the last year our projects have supported a range of events, charities and initiatives including donating much needed funds to Legacy and Beyond Blue, raising nearly \$10,000 for the Gladys Winter Port Melbourne Public Housing Estate, supporting the Mane Event Music festival in Geelong to raise money for Headspace, contributing funds towards medical research for Cystic Fibrosis and Autism and providing in-kind support to numerous community groups, not-for profit organisations and educational facilities.

Many of our operations occur within highly urbanised areas and involve significant interaction with the local communities. Effective management of construction challenges, coupled with open communication and collaboration with local stakeholders minimises impacts and builds awareness and understanding amongst the local community.

Stakeholder and community relations is identified as the role and responsibility of everyone that is involved in the delivery of BMD projects, not just the community relations team. We work with clients to ensure projects have sufficient stakeholder management plans and the resources needed to lead to positive engagement outcomes.

INDIGENOUS ENGAGEMENT

Indigenous engagement remains a key focus for BMD with significant progress made as we move towards submitting our Reconciliation Action Plan (RAP) to Reconciliation Australia by the end of the 2016 calendar year.

Our four year partnership with the Clontarf Foundation continues to generate positive outcomes with students from the organisation engaging with BMD employees through a number of initiatives. In Darwin, three graduates from the Casuarina Clontarf Academy and one from the Palmerston Academy were employed by BMD. A second student from the Palmerston Academy commenced his civil construction based apprenticeship with BMD in April.

Also in the Northern Territory, a super training session and site visit to Durack Heights was held. The super training session gave BMD employees and Clontarf students the opportunity to interact through an afternoon of football and games. In June, BMD attended the Clontarf Foundation Top End Employment Forum where students had the opportunity to speak to BMD employees about career pathways and future employment in the construction industry.

Indigenous engagement on our projects also remains a priority for BMD and we have recently released an early Indigenous Engagement Strategy which outlines BMD's commitment to respect traditional owners of the land on which we work and formalises our intention to develop long-term sustainable relationships based on trust.

As managing contractor of the Tiger Brennan Drive project in the Northern Territory, BMD has placed a significant focus on enhancing local capacity. The project is a substantial example of BMD's commitment to the local regions in which we work, with 23.5% Indigenous engagement during the project's peak works.

Our commitment to providing long-term career opportunities for Aboriginal or Torres Strait Islander (ATSI) peoples is demonstrated by the strong percentage of our work force of Indigenous descent. To further this commitment, BMD has recently established a corporate membership with Supply Nation to assist us in connecting with Indigenous contractors and suppliers across the country.

Moving forward, BMD is committed to increasing employee awareness and acknowledgement of ATSI peoples through participation in events such as National Reconciliation Week and NAIDOC Week, as well as through a recently developed internal newsletter entitled RAP Up.



RAP UP

SAFETY, ENVIRONMENT AND QUALITY

2015/2016
Annual Review

SAFETY

Our commitment to the health and safety of our people remains unwavering and we will continue to ensure the systems we have in place are assisting us to

DELIVER ON OUR ZERO HARM GOAL.

Established in 2012, BMD's Zero Harm goal promotes continual improvement to health, safety and environmental management. Our Zero Harm goal sees us strive towards ensuring our people, the environment, and the communities in which we operate are not harmed during our works.

At BMD we believe all incidents are preventable and we continue to invest heavily to provide our people with the skills needed to identify hazards and take appropriate action to control them in the workplace.

The combined BMD Group worked a total of 6,940,476 man hours in the 2015/2016 financial year, achieving a lost time injury frequency rate (LTIFR) of 1.6 and a total recordable injury frequency rate (TRIFR) of 12.8.

This year BMD developed national Health, Safety and Environment (HSE) Improvement plans. The two year plans reflect the intent of the BMD Group to adopt a nationally coordinated and proactive approach to safety and environmental management.

The national HSE plans, along with a continued focus on Zero Harm and the implementation of core operating procedures has seen a reduction across BMD's injury severity rates and amount of lost time from injury. One positive example of this progress is our Victorian business which has improved lag indicators dramatically over the past year. The region's LTIFR decreased by 70%, moving from 4 to 1.2 and the TRIFR moved from 15.9 to 8.2. These results reflect a drive from senior management and project teams, as well as buy-in from every BMD employee.

BMD Urban in the Northern Territory and the Northern Region BMD Constructions team also embodied our Zero Harm goal, each achieving one million man hours lost time injury free in the past financial year.

We continue to engage Construct Health and their 'Switch on for Work' program to assist in physically and psychologically warming up our workforce to safely perform site based manual activities. Working near or around services has also been an area of focus, and improvement has been made through the review and modification of existing processes, introduction of an external service location course, and by conducting a senior management debrief of all service related incidents.



ZERO HARM GOAL





ENVIRONMENT

BMD continues to demonstrate exceptional environmental outcomes across the diverse range of industries we work in.

Our Zero Harm goal for environmental management remains a key focus for the group which is exemplified by the inclusion of five environmental initiatives in the Group's national HSE Improvement plans. This financial year has seen a focus on erosion and sediment control with training rolled out to key people across BMD's business units.

Looking ahead, topics to be covered in the next 12 months include environmental leadership, environmental risk, vegetation management and material tracking.

While nil Class 1 environmental incidents occurred in the 2015/2016 financial year, our class 2 environmental incident frequency rate was 0.7, indicating that we still have work to do in this space.

Open and transparent communication with environment regulators in the various states and territories in which we operate remains a focus for BMD. We continue to achieve excellent environmental outcomes on challenging projects including the Cooroy to Curra Section C Early Works project in Queensland, which saw innovative erosion and sediment control methods successfully implemented in a highly restricted work site, and the Buangor Bypass project in Victoria which involved developing innovative engineering practices with the specific aim of improving the quality of the surrounding ecosystem.

Moving forward, BMD will continue our commitment to exercising diligence and assigning resources as required to ensure our environmental management practices facilitate our achievement of Zero Harm to the same extent as our health and safety management practices.



QUALITY

BMD has long been recognised as a company renowned for delivering quality projects and this year we further enhanced our reputation for world-class solutions through the implementation of new initiatives and systems.

The recent release of a new Business Management System (BMS) portal has reduced the administration time spent by our staff, particularly those who are project based. The new system contains a timeline and automatically presents key documents to them at set phases of a project.

The new BMS also includes a platform to house electronic data from electronic forms (e-forms) and more than 80 of BMD's most commonly used forms have been converted to an electronic format. E-forms have improved efficiencies by streamlining the Request for Approval (RFA) process. Automating the process has removed the need to download a hardcopy form, fill it out and rely on the user to file the form in the correct location. Automating the storing and approvals

process provides clients with the confidence that data is properly stored and able to be analysed at any point during or after a project's life.

The Foreman's App continues to be utilised across the country with the tool undergoing multiple updates to ensure it remains a useful application for employees. The app now includes a link to BMD's Contractor Management System (CMS) which allows employees to access our subcontractors' up-to-date competency and training records.

A further electronic platform which has been developed to deliver key safety, productivity, tracking and invoicing benefits is the My Coates Hire portal. The portal, which has been integrated into the Foreman's App, improves management and utilisation of equipment on hire, provides access to key safety documents and service history for equipment, and improves payment efficiencies by providing access to invoices, credits and statements.

A new smart phone app was also launched to allow employees to electronically submit Activity Based Conversations (ABC), a safety tool which replaced Safety Based Observations (SBO). Having the ability to undertake an ABC electronically improves the tool's useability and ensures accurate and real time record keeping.

Overall, BMD's Quality Management System has helped process and trend the 15,000 plus related non-conformances generated within the last financial year. Of this 15,000, BMD staff have been able to maintain a close out rate in excess of 80% nationally each month. This has exceeded the business's expectations, facilitated prompt and efficient acceptance of works at practical completion, made significant inroads to mitigating reoccurrence, and enabled lessons learnt to be shared at both a project and Group level.



YEAR IN REVIEW

BMD CONSTRUCTIONS

THE CYCLICAL NATURE OF THE INFRASTRUCTURE INDUSTRY WAS EVIDENT THIS YEAR WITH BMD CONSTRUCTIONS EXPERIENCING A PEAK IN ACTIVITY IN THE SOUTHERN REGION AND LESS THAN FAVOURABLE MARKET CONDITIONS IN THE NORTH. OUR GEOGRAPHIC DIVERSIFICATION TO A TRULY NATIONAL BUSINESS HAS INSULATED US FROM LOCALISED DOWNTURNS AND ENSURED WE HAVE A BROADER BASE TO SUSTAIN AND GROW OUR BUSINESS CAPABILITY.

With this enhanced geographic footprint, we have become a national leader in project delivery and can offer an extensive range of capabilities to our clients, across all sectors and all procurement forms. It has also provided great innovation within our business as our people are able to share their experiences, working across the largest client base in our history.

In the Northern Region, BMD Constructions achieved a very respectable turnover and were successfully awarded numerous key projects including the Boundary Road Interchange on the Bruce Highway, Southport Burleigh Road, Dinmore and Graceville Stations for Queensland Rail and Shoalwater Bay. Within Western Australia we have grown our portfolio of projects with Main Roads Western Australia and been awarded our first resource industry project in Port Hedland working for Fortescue Metals Group.

The successes of our first managing contractor role on the Tiger Brennan Drive Duplication has enabled our team to draw on the project's strengths and learnings which assisted us to secure the construction manager role with Townsville City Council for the Townsville CBD Utilities upgrade. Over the next four years we will upgrade water storage and install over 20 kilometres of water and sewerage pipework, replacing mains up to 60 years old.

In the Southern Region, exceptional growth was achieved in a boom market delivering desirable outcomes for new and existing clients, solely delivering projects that range in value from \$2 million to over \$200 million. This success can be attributed to the works at the Victorian International Container Terminal (VICT) Webb Dock expansion which is the first project over \$200 million awarded to BMD Constructions as the sole principal contractor. The project is due to be completed in early 2017 and has been delivering successful outcomes including one million hours lost time injury free achieved in June 2016.

Our relationship with VicRoads has strengthened as we continue to successfully deliver roads and bridges across Victoria including the High Street Road upgrade delivered three months ahead of schedule. The Buangor Bypass project was delivered in April 2016 and improved the safety and efficiency of one of Victoria's busiest rural highways.

New South Wales is an important market and with record budget spending for the road sector, we continue to provide the resources necessary to meet the growing demand in the region. We have continued to deliver for the evolving roads market including the completion of Narellan Road, Camden Valley Way and the Kapooka Bridge project for Roads and Maritime Services. The successful

delivery of these projects and our ongoing works on the \$120 million Bringelly Road Upgrade has positioned BMD as a key player, which is vital to the business with the onset of a strong pipeline of works.

With the significant opportunities that are ahead for the Southern Region, we remain committed to engaging with our employees. Dedicated to a flexible approach to staff through training and development opportunities, we aim to generate loyalty and career paths for individuals. With the anticipated growth across the region, we have been focusing on retaining our staff and attracting quality local talent to be part of our family.

Fundamental to our success is a consistent focus on increasing our safety, quality and environmental performance. An eight per cent decrease in our 12 month rolling average total recordable injury frequency rate, is a positive step towards our Zero Harm goal. The release of our Health, Safety and Environment Improvement plan has brought a sharp focus to the areas we need to improve and this year we have focused on our safety culture and making sure our workforce look after each other to ensure everyone goes home safely. We have trained staff on the psychology of the mind and provided them with tools to recognise when to help their workmates to operate in the conscious space.

It is evident through our many achievements this year that we are well positioned to maintain our reputation for delivering safety performance, quality and collaborative contracting for ongoing success in the future.





YEAR IN REVIEW

BMD INDUSTRIAL

2015/2016
Annual Review



BMD INDUSTRIAL HAS DELIVERED STRONG PERFORMANCE IN A HIGHLY COMPETITIVE MARKET, EXCEEDING CLIENT EXPECTATIONS AND OFFERING VALUE-FOR-MONEY ENGINEERING SOLUTIONS.

This year, BMD Industrial has continued to adapt to the needs of the market, expanding capabilities and entering new sectors, while delivering innovative solutions for clients resulting in achieving target turnover despite the challenging market. Over the past 12 months the team has experienced strong growth with a concentrated focus on relationships with new and existing clients across a geographical spread of projects.

The commissioning of the TasWater Inlet Works project is a significant milestone for BMD, being our first project in Tasmania. As part of BMD's relationship based approach to works by supporting the communities in which we operate, the vast majority of suppliers and subcontractors were sourced from the local market, with only three contracts awarded to interstate suppliers due to goods not able to be sourced locally.

The successful award of the Mount Crosby Water Treatment Plant upgrade for Seqwater is a firm step into the current highly competitive Brisbane market. This project builds on BMD Industrial's extensive water experience with one of Australia's largest water businesses and involves upgrading the chemical storage facilities with new large stainless steel bunded tanks to ensure that adequate chemical storage is available during flood and dirty water events.

BMD Industrial's ability to enter new markets is exemplified by the strong capacity of the team who this year gained repeat work in Toowoomba. BMD Industrial entered the market just last year with the \$7 million Toowoomba Sewerage Network Enabling project for Toowoomba Regional Council. We assisted Council with an innovative alternative to the additional storage requirements for the sewerage pumping sites, saving costs which was well received by the client. The most recent award of the Water Supply Network upgrade for Council involves the construction of three concrete reservoirs and associated pipework on top of Gowrie Mountain.

Over the past year, BMD Industrial has delivered best for project outcomes meeting client expectations with the successful delivery of various projects including the 14 kilometre Bingegang Pipeline Realignment project in Middelmount. Heading south, the Melbourne Underground Rail Loop (MURL) Station and Tunnel Fire Hydrant System upgrade was delivered on schedule taking into account a number of unforeseen challenges, with the majority of works having heavy interaction with the public and transport services.

The fuel systems market remained strong this year with successful projects delivered across a geographical spread including the HMAS Coonawarra Naval Base in Darwin and the ACTION Buses Tuggeranong Depot Fuel Upgrade in Canberra.

While achieving these best for project outcomes, safety has remained a priority with a strong focus on BMD's safety culture instilled in the team. BMD Industrial has made significant progress towards BMD's Zero Harm goal, finishing the year lost time injury free. This has been achieved through the team's commitment to ensuring safety remains top of mind, despite the ongoing pressures of construction works.

With calculated growth across the water treatment, fuel systems and building services sectors, and a diverse range of projects ahead, BMD Industrial are focused on delivering future certainty.



YEAR IN REVIEW

BMD URBAN

2015/2016
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**THIS YEAR WE HAVE
DELIVERED IMPRESSIVE
RESULTS, MADE POSSIBLE
BY THE EFFORTS OF A TEAM
OF PEOPLE WHO CONTINUE
TO SHOW OUTSTANDING
COMMITMENT TO DELIVERY,
COLLABORATION AND
CUSTOMER SERVICE.**



Since the establishment of BMD Urban in 2012, our focus has been on continual improvement of our safety and environmental management performance, and growth through repeat business, realising new opportunities in existing markets, and geographical expansion.

This year, we achieved a 24% reduction in our rolling 12 month average lost time injury frequency rate and maintained our zero frequency rate for Class 1 environmental incidents. Our revenue increased by 32% with the construction of just over 4,000 residential allotments and various government infrastructure projects.

Following on from the success of safety training days in New South Wales and Victoria, over 330 members of our BMD Urban and JMac Constructions southern Queensland teams participated in the annual safety training day at our Capestone project at Mango Hill. The day targeted high risk areas including excavation management, risk identification, plant awareness, traffic management, manual handling and working near services. The day was an outstanding success and is a sign of our genuine commitment to creating a Zero Harm environment across our business.

Whilst we have made our best effort to promote proactive engagement of safety initiatives, we are very aware that the improvement of our safety and environmental management performance is a continuous task. We have investigated all incidents and produced a new national Health, Safety and Environment Improvement plan. The implementation of this plan includes the engagement of third parties to assist with development of a positive safety culture and delivery of a tailored national training program for working near services.

One of our many successful projects was the first stage of the Yatala Industrial Estate, approximately 40 kilometres south-east of Brisbane's CBD. This \$13 million project was one of the largest industrial developments delivered by the team with outstanding results including early handover of a section of the works after just four months of construction. We also handed over a large section of the civil works for the Commonwealth Games Village on the Gold Coast.

Heading north, we successfully completed residential subdivisions in Townsville including Riverside Ridge and Harris Crossing. In Western Australia, we recently delivered 150 residential lots as part of the fifth stage of the Parkland Heights development, south of Perth.

The year has not been without its challenges due to the cyclical nature of our industry and we have continued to adapt to market needs. We have seen a shift in our project scope, with an increase in delivering high profile public infrastructure projects including Goyder Square in the Northern Territory, Henley Square in South Australia and Beenleigh Town Square in Queensland. We are particularly proud of the results achieved on the Anzac Centenary Memorial Walk, South Australia's flagship project to commemorate the Centenary of Anzac. The timely delivery of this iconic feature in the city centre, given constraints including inclement weather, was an outstanding achievement for all involved.

As we enter a new year we remain focused on getting the basics right. Our business is our people and we are working hard to offer our existing staff a challenging and rewarding workplace, to attract new high performing people and to develop and further enhance the client relationships that have underpinned the success of our business in the past and will continue to be fundamental to our success in the future.



URBAN LAND DEVELOPMENT
FOR RESIDENTIAL AND
INDUSTRIAL SUBDIVISIONS



FEDERAL, STATE AND
LOCAL GOVERNMENT
INFRASTRUCTURE

AWARDED 120
CONTRACTS
THIS YEAR



MAINTAINED A HIGH LEVEL OF ACTIVE WORK
THROUGHOUT THE YEAR, CONSTRUCTING
OVER 160 PROJECTS SIMULTANEOUSLY

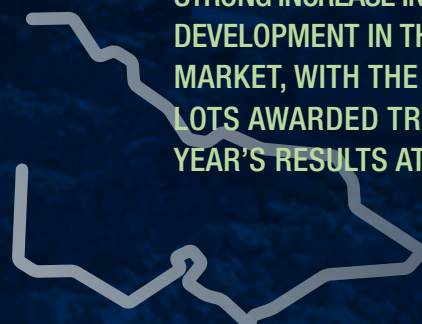
ACHIEVED A
24% ↓

DECREASE IN OUR TWELVE
MONTH ROLLING AVERAGE
TOTAL LOST TIME INJURY
FREQUENCY RATE



SEVEN OF OUR
REGIONS FINISHED
THE YEAR LTI FREE

STRONG INCREASE IN RESIDENTIAL
DEVELOPMENT IN THE VICTORIAN
MARKET, WITH THE NUMBER OF
LOTS AWARDED TRIPLING LAST
YEAR'S RESULTS AT 1,605 LOTS





YEAR IN REVIEW

EMPOWER ENGINEERS & PROJECT MANAGERS

EMPOWER ENGINEERS & PROJECT MANAGERS (EMPOWER), PREVIOUSLY BMD CONSULTING, HAS CONTINUED TO PRODUCE SOLID GROWTH AND A STEADY STREAM OF PROJECTS DESPITE A DIFFICULT MARKET.



The diversification strategy which we had begun to implement in previous years showed signs of rewards with the award of the first international contracts for Empower with the Australian Army for a sewer treatment plant assessment in East Timor and a contract with the Fiji Roads Authority undertaking cyclone recovery work.

Locally, we have developed a diverse portfolio of projects, including the sewer and roads sectors through our exceptional client relationships including those with Logan City Council.

One of the keys to our success has been our ability to deliver clients a responsive, flexible and expert team which is experienced in risk management and delivery. We remain able to rapidly mobilise teams to achieve deadlines on complex projects without compromising the product delivered.

Our design and construct (D&C) offering remained strong, working in conjunction with other BMD Group business units to achieve outstanding results for clients across a variety of sectors including roads, bridges, water, sewer, solar installations and land development.

This vertical integration strategy allowed us to deliver beyond expectations, particularly on challenging larger subdivisions such as the Cannon Hill Community Links and Capestone in Mango Hill, where we delivered eight stages and 621 lots in the financial year. The projects required the development of D&C solutions, as the project team responded to issues on these fast tracked developments.

In order to ensure our clients and partners understand the services we offer, we underwent a rebranding in early 2016 to differentiate the offering from the other BMD Group business units. We wanted to provide our clients with a clear understanding of who Empower is, and ensure our brand best communicates how our service offering can enhance their business.

With the unique background Empower has developed over its 29 years within the vertically integrated BMD Group, Empower has a unique culture where design is focused on innovation, risk management and the end product.

WE ARE **EMPOWERED** TO DO MORE.



YEAR IN REVIEW

JMAC CONSTRUCTIONS

2015/2016
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JMAC CONSTRUCTIONS (JMAC) CONTINUED TO DELIVER OUTSTANDING RESULTS THIS YEAR THROUGH ONGOING COMMITMENT AND THE ABILITY TO STRENGTHEN RELATIONSHIPS WITH CLIENTS.

Testament to this is our ability to deliver exceptional projects whilst continuing our nil lost time injuries for another year, bringing us to 4.5 years. This year we were able to look for opportunities to increase our specialised capabilities and build on opportunities to deliver clients value.

With 53 projects finished across the country this year, we started with the completion of the \$16 million Robelle Domain Stage 2 project which included the construction of a 3,800m² lagoon, the largest of its kind in the Southern Hemisphere. Since opening in September 2015, the lagoon has far exceeded the client's patronage expectations, creating a central hub for the region with people coming from far and wide to visit, providing a significant boost to surrounding businesses.

The team continued our strong relationships with government entities across the country, delivering a range of public infrastructure projects including Karawatha Forest Discovery Centre for Brisbane City Council which included a purpose built centre with meeting and theatre rooms, indoor and outdoor shelters, learning spaces inspired by nature as well as pathways and a carpark expansion.

In Victoria we commenced work on the Ballam Park skate park, the fourth contract for Frankston City Council leading on from works finishing up at Jubilee Park which involved the demolition of the existing netball courts and associated infrastructure and replacement with 13 new asphalt courts. In line with our philosophy to provide more for clients, the JMac team was able to offer the Council an alternative solution to the layout and method of power supply, eliminating 60% of the nominated underground boring. This offered the client cost savings and sped up the electrical supply in the construction program.

In addition, we demonstrated the BMD Group's strength through the vertical integration strategy which saw our team work collaboratively on a range of projects with BMD Urban including the Beenleigh Town Square project for Logan City Council and Gold Coast Parklands project for Grocon Developments.

Following on from our joint success this financial year, we saw the award of the Southern Sports Field Precinct under a design and construct contract with an eight month program timeframe for Lendlease.

Further north, we completed work on the Soroptimist Park and Bluewattle Estate projects and commenced work on the Strand Water Park in Townsville.

The Northern Territory continued to offer us a range of opportunities including works on the Casuarina Coastal Reserve and enabled us to extend our reach from Darwin down into Katherine with construction of supporting infrastructure for a 50 lot residential estate at the RAAF Tindal Base including shelters, a playground, park furniture and bridges as well as associated electrical works. This marks our first project in Katherine and continues a long relationship with Defence Housing in Northern Australia.

JMac looks forward to continuing our delivery of exceptional project outcomes for repeat and new clients whilst maintaining the highest safety standards, always working towards our Zero Harm goal.





YEAR IN REVIEW

URBEX

URBEX HAS CONTINUED OUR STRONG PRESENCE IN THE NORTHERN TERRITORY, QUEENSLAND AND VICTORIA, CONTINUING TO MEET TARGETS AND EXCEED LAND SALE EXPECTATIONS, DESPITE THE CHALLENGING NATIONAL MARKET. EACH MARKET HAS OPERATED IN ISOLATION THROUGHOUT THE PAST YEAR, WITH PEAKS AND TROUGHS EXPERIENCED ON OUR KEY OPERATIONAL PROJECTS.



Over the last 12 months, Urbex has responded to volatile market conditions by focusing on delivering lifestyle communities for our consumers. Urbex's foresight and vision, backed by the skills of a highly experienced team, has seen the development of landmark projects across Australia. The strong performance of the national land markets in Sydney and Melbourne have been well documented, along with the continued improving conditions throughout South East Queensland, with our highest performing projects this year being Capestone at Mango Hill north of Brisbane and Mandalay at Beveridge in Victoria.

Capestone is shaping up to be one of Urbex's best performing developments nationally, achieving over 400 sales for the year supported by an operational builder display village and ample land releases. Despite the tough climate, Capestone continues to thrive as the housing and land options available are meeting customer's real and present needs. In collaboration with Plantation Homes, we introduced a new product to the Moreton Bay region of terrace housing as part of the development. This style of housing is capitalising on the market demand with two story terrace housing on 220m² lots. The Capestone project utilises the full array of integrated development delivery capabilities of the BMD Group with multiple BMD businesses collaborating in terms of construction, development and landscaping to deliver the project as one single unit.

Located in the historic town of Beveridge, Mandalay offers residents resort style living with great onsite amenities. Open space makes up 40% of the overall development, with many homesites enjoying uninterrupted views across an 18-hole golf course and direct access to walking paths, linking parks and residential areas. Mandalay's sales performance was positively affected with the clubhouse's first full year of operation, increased consumer awareness and significant dividends of Melbourne's Donnybrook Road land corridor as a result of the rebranding of the project to a resort residential theme.

Urbex's performance in Townsville and Darwin has been challenging, with land sale volumes decreasing due to the dramatic slowdown in infrastructure investment. We expect the market in Darwin to strengthen over the next year, with a community shopping centre, Zuccoli Plaza currently under construction. The developer is committed to creating a local village feel while delivering amenity and affordability for residents of Zuccoli.

Also in Queensland, the first stage of our Cannon Hill Community Links project commenced in July 2015 and involved a complicated tip remediation within an existing creek front floodplain. With this part of the project now complete, the closest urban land release to the Brisbane CBD will occur in August 2016 and it is anticipated to be highly sought after. In addition to this, new projects will be launched in the coming year including Elwood Rise in D'Aguiar and East Point in Mackay.

This year our focus has been on clearly understanding buyer requirements in our land release program to deliver outstanding site presentation within our communities and competitive building packages. With the support of our key builder partnerships, our business performance has continued to exceed expectations.

Looking ahead we are well positioned to continue our growth by utilising our diversification strategy of an integrated urban development company to deliver for our consumers within a competitive and challenging market place.







OUR BOARD

MICK POWER AM, GROUP BOARD
CHAIRMAN AND MANAGING DIRECTOR

SCOTT POWER, GROUP EXECUTIVE
DIRECTOR – OPERATIONS

ANDY MARCOS, GROUP EXECUTIVE
DIRECTOR – ADMINISTRATION AND
HUMAN RESOURCES

CRAIG MORTENSEN, GROUP EXECUTIVE
DIRECTOR – CHIEF FINANCIAL OFFICER

PAUL FOGARTY, GROUP EXECUTIVE
DIRECTOR – CONSTRUCTION

DAVID YOUNG, NON-EXECUTIVE DIRECTOR





OUR GENERAL MANAGERS

PETER ANUSAS, GENERAL MANAGER
(NORTHERN REGION) – CONSTRUCTIONS

JEFF GALLUS, GENERAL MANAGER
(SOUTHERN REGION) – CONSTRUCTIONS



COLIN MITCHELL, NATIONAL
GENERAL MANAGER – STRATEGY

PAUL ELLIOT, GENERAL MANAGER –
INDUSTRIAL



DAVID MOODY, NATIONAL
GENERAL MANAGER – URBAN

MATTHEW BEGGS, NATIONAL GENERAL
MANAGER – EMPOWER ENGINEERS &
PROJECT MANAGERS



JASON LINDSAY, NATIONAL GENERAL
MANAGER – JMAC CONSTRUCTIONS

WAYNE REX, GENERAL MANAGER – URBEX







1 TEAM

1,700 PEOPLE
8 STATES/TERRITORIES
5 BUSINESS UNITS

WE DELIVER
NATIONALLY
WITH A LOCAL
PRESENCE



1. CAIRNS
2. TOWNSVILLE
3. MACKAY
4. EMERALD
5. GLADSTONE
6. TOOWOOMBA
7. BRISBANE - MANLY
BRISBANE - PORT OF BRISBANE
8. GOLD COAST
9. SYDNEY
10. CANBERRA
11. MELBOURNE
12. SEAFORD
13. GEELONG
14. ADELAIDE
15. PERTH
16. DARWIN

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BMD is a national group of companies engaged in engineering design, construction and land development for clients and partners in the urban development, transport and infrastructure, resources and energy sectors.

With approximately 1,700 staff throughout Australia, BMD has the resources and experience to deliver projects ranging in size from \$1 million to over \$1 billion.