



**BMD**

**SEEING  
THINGS**

**DIFFERENTLY  
SINCE**

**BMD Group  
Annual Review  
2021-2022**



# ACKNOWLEDGEMENT OF COUNTRY

The BMD Group acknowledges the Traditional Custodians of the lands in which we operate and pay respect to Elders past, present and emerging.





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# CHAIRMAN'S REPORT





**Twelve months ago, I reflected on our future looking bright with the construction sector relied upon to help Australia through the post pandemic impacts. I'm proud to report that the past year will long be recognised in BMD's history books as one of resilience, growth and transformation. Our annual results continue to show year on year increases to revenue including a record turnover of \$1.64 billion, and a secured forward order book of \$2 billion.**

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Making our results more significant is that we have achieved this growth in challenging conditions as a result of the current inflationary backdrop. This reaffirms our confidence in what sets us apart from our competitors, which is our vertically integrated operating model and diverse offering.

### THE BMD WAY

Our business model is made a reality by the exceptional people who form part of the BMD family. At BMD, our business is our people and it is our talented people whose daily contribution allows us to deliver for our clients and the communities in which we operate, and to embark on exciting new growth. I am immensely proud of each BMD family member who continues to rise to the challenges with strength, commitment and loyalty.

The comradery that's evident between our teams is a defining part of our culture and after two years of lockdowns and border closures keeping us physically apart, this year we were able to re-establish our Dare Awards events which were held in eight locations across the country.

Named after my father, Dare Power, the BMD Dare Awards is an event that was created to honour and celebrate his legacy and the helping hand he played in building BMD from the ground up over 43 years ago. The awards recognise the efforts of our people that go above and beyond expectation and reward their performance. The awards are centred around our values of family, empowering, determined, collaborative and striving to do better. Fifteen awards were announced in July, acknowledging our teams and people who dare to do things differently - to question, to change, to innovate, to be flexible and to embrace new challenges.

With growth, comes the opportunity to bring new people into our family. This creates diversity in skills and experience allowing us to bolster our capabilities and performance. As the business continues to grow, it is of upmost importance to me that our family values and relationship-based approach, for which we are renowned, remains. The knowledge, experience and dedication of our long-term employees is more important than ever in maintaining the integrity of the BMD way.

Key to this is our 20 Year Club, who are proud examples of the BMD way. We now have 113 members in the club, and I continue to be truly humbled by the dedication and loyalty shown by these members of our BMD family.

I'd like to extend my congratulations and sincere gratitude to our newest members Andrew Glassop, Andy Turner, Chris Pinnow, Daniel Bone, Daniel Turner, Dare Power, Dave Johnson, John Barron, Matt O'Leary and Michael Creagh. Five new members were also welcomed into the 25 Year Club, with Ben Power, Ernie Falso (a.k.a. Little Ernie), Ernesto Falso (a.k.a. Big Ernie), Terry Waterson and David Lano all reaching the quarter century milestone.

Living by "our business is our people" mantra extends to the longstanding relationships with key suppliers and partners which have endured for decades. We have delivered some remarkable outcomes across our projects and could not have done so without our local suppliers and subcontractors. Our use of local businesses provides real benefits for communities. We continue to strive for positive change for our clients and to leave a lasting legacy in the communities in which we operate. Across the country we were proud to work with more than 4700 Australian suppliers, including spending more than \$25 million with 57 Aboriginal and Torres Strait Islander businesses.

As we continue to go from strength to strength, we have reached a number of milestones in our strategy to return to our Wynnum heritage to build BMD's headquarters. Making this project a reality is a dream come true. It is set to create opportunities, not only during construction, but into the future as our workforce will be great news for the local shops, cafes, bars and restaurants. With the local community always our priority, the former historic Wynnum Baptist Church on the site is being moved to Iona College where it will be re-purposed to serve the school and arts community. Following this, construction is set to commence in 2023.

### OUTLOOK

Our FY22 results reflect the strength of our leadership who continue to go above and beyond in directing our business through significant growth. Our people uphold our family-orientated values which reflect the good nature of our work to support clients and the communities in which we work. I would like to thank every person who forms part of our family for contributing to making BMD what it is today and to everyone involved in our story for their contribution over the years. It is our combined effort which has established BMD as a mature, capable, reliable and socially inclusive business.

Monumental growth has not happened overnight, nor has it occurred without the ability to scale up to support the investment in major capital infrastructure from government, and other private enterprises. We remain focused on pushing the boundaries to achieve our BMD Group business strategy centred on people, process and performance objectives. This continues to pay dividends with our project portfolio varied in terms of capability, namely the water and defence sectors.

Thank you to our Board for their ongoing guidance through these truly unique and challenging times, and for implementing our strategy and setting our direction, and to our leaders for their role in embodying the culture that makes us different and your contribution to BMD's success.



# CEO'S REPORT



**I am pleased to report to you on BMD's performance over the past year in what can only be described as a challenging operating environment. It was a significant year of growth, with our people demonstrating true resilience to deliver strong performance and achieve record turnover.**

At BMD, our business is our people. It is thanks to the commitment and strength of our people that we are able to deliver outstanding results for our business, our clients and the communities in which we operate.

BMD was awarded 384 projects, and managed the successful completion of 288 projects across our operations in Australia and the Philippines. This reflects an increase of over 50% to last year.

This year represents our best performance yet, setting record turnover of \$1.64 billion. This solid financial result reflects the continued execution of our strategy which incorporates the pillars of people, process and performance combined with the strength of our truly diverse business model. This year saw BMD diversify into larger projects, vertical building construction and new business acquisitions which assists to future proof and secure our supply chain.

## CHALLENGES

While the start of the year had our people navigating the challenges of lockdowns and border closures, the latter part of the year saw us faced with supply chain challenges, and rising inflation and interest rates.

We're fortunate to have a team of long-serving and highly experienced people, and we are bringing on new talent who bring unique skill sets to our organisation. Together, we continue to navigate the operating environment and work towards expanding our capability.

Over the past year our business has grown significantly and we were proud to bring 600 new people into our BMD family. We recognise that we only get one chance to make a good first impression and have worked to improve our onboarding processes for a positive and engaging experience.

With Australia's construction industry booming, there has been additional pressure on businesses as we compete for materials, equipment and resources. There has never been a better opportunity to attract people to build a meaningful and successful career in what would be considered non-traditional roles. We work closely with our clients and partners to create opportunities that deliver genuine benefits for individuals through jobs on our projects, and for communities through measured and responsive procurement practices. This year we partnered with organisations to provide opportunities for veterans as well as previously incarcerated and disadvantaged young people.



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## SCOTT POWER

Group Director  
Chief Executive Officer

### PEOPLE AND CULTURE

At BMD, we are committed to a family-orientated culture where everyone belongs. We pride ourselves on building a culture with high engagement and empowering our people to build long careers with us because they are happy and challenged.

As has always been the BMD way, growth of our business provides opportunities for our people. To maximise our ability to successfully execute our current portfolio and capitalise on future growth and diversification opportunities, we strengthened our management structure by implementing some changes in our leadership. This included moving the safety and environmental streams to form part of our group risk structure for better operational effectiveness, governance and support to the greater business. This saw the appointment of Peter Steur to National General Manager, Commercial and Risk, for the Constructions business and Craig Smith to Chief Risk Officer for the Group. Rob Pickard was promoted to General Manager, QLD and NT taking on the responsibility for the sustained growth and performance in these regions and, Leon Fogliani was promoted to General Manager, WA with his leadership, hard work and enthusiasm being instrumental in the success of our operations on the west coast.

We continued to focus on increasing Aboriginal and Torres Strait Islander participation in both our workforce and supply chains, and to increase the number of women in our business. I'm a big supporter of the actions our Women@BMD group has been prioritising to address the barriers to attracting, recruiting and retaining women. The past decade has seen huge changes to the number of women in construction and in this time we have increased the women in our business by 74%. A key area of our success has been in the new entrants to the industry where 28% of our current graduate intake is female and over 30% of our undergraduates are female.

We know there is more we can do.

Particularly for women in senior and non-traditional roles where we sit below expectations in terms of representation. Our industry has long been challenged to retain women as they progress through their careers including how to be flexible at a site level in order to balance work and family life after returning from parental leave. We worked on closing the pay gap where it might have existed and we continue to work on creating real change in our strategies which allows for true flexibility and job sharing arrangements.

In a competitive market for talent, there has been a push towards upskilling non-construction or non-technical professionals. We have seen this as a great opportunity to attract women to our industry and we are big believers in the benefits we can gain from diversity of opinions and skillsets beyond what was previously considered traditional. We have more work to do to make construction an attractive option for all. I believe our industry to be the most exciting and challenging offer. I remain committed to improving the environment, ensuring a supportive culture and providing sustainable workloads to entice broader talent.

### SAFETY AND WELLBEING

Providing a workplace which is safe for our people, our suppliers and subcontractors, and the local communities where we work is our number one priority.

We work extremely hard to embed a culture that has health, safety, environment and quality front of mind. The continued impact of the pandemic and the current geopolitical environment tested our people this year and our safety performance fell below our businesses expectations.

We took steps to realign our safety and wellbeing culture with the values of BMD through the launch of our new mantra, *HSEQ excellence is the BMD way*. Underpinned by our family value, we are focusing on positively challenging the way things are done so that we keep our people safe and prevent harm to the ecosystems and communities in which we are operating in.

### OUTLOOK

While there is uncertainty in macroeconomic and geopolitical environments, BMD remains in a strong position. I am confident in the powerful combination of our people, our reputation as Australia's largest privately owned civil contractor, and the diversity of our vertically integrated business.

Our key strategic priorities over the next year are to close out on the goals set as part of our three-year business strategy which will be delivered by mid-2023. Delivering these targets is key to ensuring we continue to achieve our purpose of sustaining a profitable business and supporting our staff to deliver exceptional performance for our stakeholders.

As we continue to move onwards and upwards, I could not be more proud to lead the business my father built from the ground up. We have achieved a significant amount in our 43 years, from delivering civil works on land developments, to now delivering exceptional and transformative infrastructure, not only across Australia but internationally. This oncoming year will bring new and exciting offshore opportunities as we expand our business further internationally.

With a substantial pipeline and diverse portfolio of secured projects, we are moving into an exciting period that will see extensive growth across all areas of our business.

I'd like to thank every single member of our greater BMD family who has contributed to our success and all who continue to be part of our story.



# CFO'S REPORT



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## CRAIG MORTENSEN

Group Executive Director  
Chief Financial Officer

**A transformational year for our business, with BMD's growth a result of strong operational and financial performance through a challenging period of ongoing pandemic disruption, supply chain challenges and unprecedented flooding along the east coast of Australia. Testament to BMD's success over the past year is capitalising on the strong infrastructure program, the strength of the property business, and the benefits to our productivity through automation.**

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### FINANCIAL PERFORMANCE

BMD achieved record turnover of \$1.64 billion, with strong performance demonstrated by all divisions delivering above budget expectations. Driving results was the solid outcomes delivered by our infrastructure division, particularly in Victoria and New South Wales, and our urban division in Queensland and Victoria.

Our engineering design arm and our landscape construction and building business continued to grow, work through challenges and meet their financial expectations.

The property development division contributed significantly to our performance this year, capitalising on the strong market and demand for land. We continue to diversify in this space, strengthening the balance sheet and bolstering the business so as a standalone organisation they have a strong foundation on which to continue to grow. This will allow our property division to meet the strategic objectives of a nationally focused business.

### ACHIEVEMENTS

Our corporate services teams continue to work with each other to support our delivery teams. In a time where competition for resources is high, non-traditional roles are increasingly important to ensure our operations are supported in delivery of project objectives. With solid cost control in place, we will be able to continue this growth momentum for the strong pipeline of secured works.

We continue to future proof and secure our supply chain through the acquisition of Niepe Construction and East Coast Commercials. Benefits of these acquisitions for our business will be the ability for us to self-perform concrete structures and maintain our growing fleet which is an integral part of ensuring we meet our project timeframes.

BMD was successful in mitigating challenges in the labour market by continuing to adopt new technology to ensure our people are well equipped to perform their work. As we continue to grow and acquire new companies, ensuring the integrity of our system is vital. We maintain one system regardless of the differences in businesses, and remain focused on making productivity improvements.

The Group made major changes to our audit and risk committee over the past 12 months. As the business has grown and become more complex, we have expanded the scope of the committee to not only manage the compliance requirements around our financial statements and reports, but also our commercial, taxation, financial, regulatory, legal and whole-of-business risks. Since expanding the scope of the committee, we have appointed an independent Chair. BMD benefits from having broader participation from the senior managers involved in regulatory and compliance. Ultimately, this process ensures our Board is aware of how risk is being managed and that it aligns with our risk appetite.

Support of our bankers and other financiers continued particularly around the increasing need for provision of insurance bonds to secure our construction related activities. Importantly, support from St George Bank and Suncorp has been vital in managing the momentum of the property development sector.

### CHALLENGES

Australians have undoubtedly been hit with a significant number of challenges recently including the ongoing pandemic disruption, fires and flooding. While this tested us as a business, our people demonstrated tremendous strength and resilience.

We continued to address an increasing cost base, demand for employees and the tightening supply chain. Our focus has been in the precontracts phase to ensure we have sufficient controls in place to take account of cost escalation and the impacts of labour and supply, as well as the potential impacts of the geopolitical environment.

The Board and executive management team conducted a major strategic review which has focused the business on the next decade. Developing our strategic imperatives, what makes BMD different and addressing any barriers to growth are some of the dimensions we will focus on to ensure our continued success.

### OUTLOOK

We anticipate the economic headwinds will continue throughout the year ahead, including the impact of the geopolitical environment as well as inflation, the cost of fuel and tight labour markets. We aim to navigate these challenges by future proofing and focusing on the strength of our people to deliver superior outcomes.

I am excited about our plans for the year ahead and for the future success of our business. We are in a strong position for enduring success with our forward order book stronger than ever with \$2 billion of work in hand. BMD will continue to capitalise on the strength of the construction sector, with our focus on data driven decision making, maintaining our culture, leadership development and succession planning set to hold us in good stead.



# OUR STRATEGY

GUIDES WHAT WE DO

## PILLARS OF PEOPLE, PROCESS AND PERFORMANCE



**BMD's involvement in some truly nation building projects assisted us in catapulting from a small Queensland family business to become Australia's largest privately owned civil contractor.**

Our point of difference is in our ability to deliver major and minor infrastructure, and urbanisation projects through our integrated business model; together with our financial strength, 43-year track record and self-performing capability.

With investment in infrastructure continuing to boom, there has been enormous pressure on our industry as we compete for materials, equipment and resources.

There has never been a more important opportunity for BMD to focus on not only attracting and retaining new talent but ensuring that as a business we are doing everything possible to support our people towards achieving success.

As we continue to grow to deliver the construction pipeline ahead, our business strategy with the pillars of people, process and performance, will be vital to our continued success.

We are focused on learning and development, ensuring that our policies and practices are such that we can support a more diverse workforce and adapting to change through technology.

Business resilience through the implementation of our strategy will empower our people to contribute to the BMD way of doing things differently by embedding our values into everything that we do.





LABORATIVE



# OUR VISION

## GUIDES HOW WE DO IT

Our value system, unique culture and commitment to our people is what makes us different and guides everything we do. We strive to deliver progressive infrastructure that connects communities. The powerful combination of our capability, vision and values allows our people to deliver city shaping infrastructure, achieve great outcomes for our clients, and consistently grow our business.

WE SEE THINGS DIFFERENTLY





# OUR VALUES

## FAMILY

We are proud of our family company heritage. This heritage means we value each individual, we respect and encourage diversity, and we create and promote a sense of belonging.

## EMPOWERING

We empower our people to develop the self-belief that will enable them to realise their potential. The resulting flexibility, initiative and responsiveness sustain our business growth and success.

## DETERMINED

We persist despite the obstacles. We celebrate effort as well as achievement and we are tenacious in our pursuit of the objective.

## COLLABORATIVE

We work as a team in the belief that collaborative achievement results in creative relationships of long-term mutual benefit. Our no-blame culture focuses on finding what works best, sharing success and enjoying the experience.

## STRIVING TO DO BETTER

We aspire to be the best at what we do through fresh thinking, hard work, continual learning and a shared sense of purpose. We take great pride in our achievements.



# AT A GLANCE

## PEOPLE

**19%**  
of our people  
are women



SPENT MORE THAN  
**\$25 million**  
WITH 57 ABORIGINAL  
AND TORRES STRAIT  
ISLANDER BUSINESSES

**667**

Aboriginal and Torres  
Strait Islander owned  
businesses registered  
in our supplier database  
**(56% annual increase)**



**GROWTH IN  
EMPLOYEES**



**WORKED  
WITH  
OVER**

**4700**

**AUSTRALIAN SUPPLIERS  
AND SUBCONTRACTORS  
(20.5% ANNUAL INCREASE)**



**Haughton River Floodplain Upgrade  
awarded for innovation and excellence  
through IPA and QMCA Awards**

**62**

**GRADUATES JOINED  
OUR FAMILY, WITH  
28% OF THE COHORT  
BEING WOMEN**

**9.9  
%**

**OF OUR LABOUR WORKFORCE  
ON PROJECTS IDENTIFY AS  
ABORIGINAL OR TORRES  
STRAIT ISLANDER**

**More than \$1 million**  
invested into the communities  
in which we operate through  
corporate partnerships



**individual,  
company and  
project industry  
awards**

## PROCESS

**288** PROJECTS COMPLETED

**384** PROJECTS AWARDED

**100** PROJECTS OPERATING AT ANY ONE TIME

**2021-22**  
**RECORD**

**\$1.64 billion**

(12.3% ANNUAL INCREASE)

Ranked #34 on IBISWorld's Top 500 Private Companies list reaffirming our status as Australia's largest privately owned civil contractor



### REVENUE BY BUSINESS UNIT

**BMD CONSTRUCTIONS** 51.08%

**BMD URBAN** 35.09%

**EMPOWER ENGINEERS & PROJECT MANAGERS** 0.31%

**JMAC CONSTRUCTIONS** 3.60%

**URBEX** 9.92%

Successfully exported our unique offering internationally through our joint venture partnership in the Philippines, Prime BMD

## PERFORMANCE

**7.3** MILLION hours were worked across the Group

33% INCREASE IN URBAN DEVELOPMENT LOTS AWARDED TO BE CONSTRUCTED



**ZERO** class 1 environmental incidents

LAUNCH OF  
**HSEQ**  
*excellence*  
is the BMD way

A REFOCUS ON HOW AND WHY WE DO WHAT WE DO

Largest ever tender win in Western Australia with the award of the \$700 million Armadale Line Level Crossing Removal project

Leveraged the diversity of BMD to overcome industry-wide resource and material challenges

Delivered projects to a value of **\$1.3 billion**



APPROXIMATELY

**\$2 billion**

WORK IN HAND



# LIVING OUR VALUES

## OUR BUSINESS IS OUR PEOPLE



**BMD continues to expand geographically, through our capability and in size. While a lot has changed over the past four decades, our longstanding motto of our business is our people has endured.**

The past year has not been without its difficulties, however by working together we continued to rise to the challenge and demonstrate our commitment to the BMD way, delivering outcomes for our people and our business. Over the past 12 months we have been awarded 384 new projects, settled 479 lots of land and proudly expanded the BMD family with a growth of 18% in our employee base.

We are at a point of monumental growth in the BMD story. With this comes opportunities for our people. It is our people who live by our values and continue to perform which ensures we can deliver our ambitious targets.

With the resource challenges that are increasingly evident across the market, it has never been more important to ensure we are supporting our people towards achieving success. This has driven a strong focus on our Learning and Development strategy where we are delivering essential training across our key programs for graduates, field leaders and future leaders.

Our Learning and Development strategy is to build a portfolio of highly effective learning that provides opportunities for all BMD employees, offering the right training at the right time. This strategy will equip our people with the capability they need to perform in their current roles and empower them to learn, grow and achieve their career aspirations.

Key to this strategy is harnessing the existing knowledge and experience of our people by using new and innovative methods. We are making learning more accessible by accommodating different learning styles and motivations. Part of this is the reinvigoration of role specific learning programs. Our key programs of Foundations for our graduates, Formwork for our field staff and Fortitude for our emerging leaders were reinvigorated to include more in-person and structured training quarterly.

We also continued our partnership with Constructionarium Australia, this year taking the benefits of providing hands-on experience for our next generation of engineering and construction professionals in Victoria. Our team was involved in the successful pilot program of 20 participants in partnership with Major Road Projects Victoria, and our teams worked to upskill and handover Constructionarium to the next contractor for an all female build.

We have focused on improving our conversations and tracking of career development. We proudly launched Perform at BMD, an innovative electronic platform for our annual performance reviews and career development. This quantifiable platform is designed to facilitate valuable two-way communication between employees and their managers about objectives, career aspirations and professional development. It will empower them to set clear goals, record progress and receive regular feedback throughout the year.



After two years of lockdowns and borders keeping us physically apart, we were extremely proud to re-establish our Dare Awards events held in eight locations across the country. Named after Dare Power, father of our founder Mick Power AM, the awards are centred around our values and reflect our unique approach to business. Fifteen awards were handed out acknowledging our teams and people who dare to do things differently, to question, to change, to innovate, to be flexible and embrace new challenges.

With the huge growth of new people joining our BMD family, the knowledge, experience and dedication of our long-term employees is more important than ever in maintaining the integrity of the BMD way. Key to this is our 20 Year Club, who are proud examples of the BMD way. There are now 113 members in the club, with BMD and the Power family truly humbled by the dedication and loyalty shown by these members of our BMD family.

The success of our internal working group, Women@BMD, is evident as the percentage of women in the business continues to rise, reaching 19%. We have prioritised retaining women through clear pathways for career progression and promoting an inclusive culture to pave the way for the next generation. We continued to promote our paid parental leave policy, provide a supportive environment, work towards closing the gender pay gap and offer flexibility to assist those returning to work following parental leave.

This year a proud achievement out of the Women@BMD group was the partnership with UNIQ You, a not-for-profit organisation committed to supporting young women pursuing STEM related fields. Like BMD, UNIQ You is passionate about increasing female representation in the construction industry.

We continue to establish meaningful relationships with socially inclusive employment agencies, businesses and not-for-profits. Our diverse and inclusive workforce is breaking down barriers to employment while also helping to deliver critical infrastructure. We partnered with Veterans in Construction on our Barwon Heads Road Upgrade in Victoria. We also implemented the BMD Beyond Prisoner Employment Program on the Fitzsimons Lane Upgrade Project; the Vocational Correction pre-release program in South Australia; and in Western Australia we engaged the Motivation Foundation who are committed to providing skills and employment opportunities to diverse and disadvantaged young people.

The pillars of people, process and performance remain at the centre of our approach to the year ahead. We will have a significant emphasis on supporting and developing our people, as we move into an exciting period that will see growth across all areas of the business.





# IN THIS TOGETHER

## OUR RECONCILIATION JOURNEY



**BMD acknowledges that the land on which we build our projects is the traditional lands of Aboriginal and Torres Strait Islander peoples. Through the commitments of our Reconciliation Action Plan, our vision for reconciliation is to champion meaningful consultation with Traditional Custodians based on the principles of integrity, transparency and inclusiveness to deliver beneficial outcomes and leave lasting legacies.**

We see value in the contributions Australia's First Nations people make and believe in acknowledging and celebrating diversity. Part of this for BMD is providing real career progression and development for our Aboriginal and Torres Strait Islander employees.

We are proud of our long history working with, and within, Aboriginal and Torres Strait Islander communities. Through our first Reconciliation Action Plan (RAP) in 2017 we formalised our commitment to continuing to build strong, respectful and mutually beneficial relationships in these communities. In June 2019 we progressed to the innovate stage of the RAP framework and are developing our second tier innovate RAP (Innovate II) which is due for launch in 2023. Our Innovate II RAP will be a hybrid of Innovate and Stretch RAP commitments and is being led by an Aboriginal consultant to further develop our reconciliation journey. Innovate II will encourage greater participation of our Aboriginal and Torres Strait Islander employees and Executive Management team to increase engagement within our operations and projects.

Our RAP steering group, consisting of executive and senior leaders, meets quarterly to progress Innovate II, consulting with, and integrating BMD's employees who identify as Aboriginal and Torres Strait Islander. One such example is Eulalia Young, a Labourer from BMD's Mount Crosby project and long-term RAP working group member, who has created the artwork for Innovate II. Once launched, the delivery group will progress immediate opportunities for alignment and improvement initiatives across our business units, actively working with our regional teams to support cultural heritage, procurement and employment initiatives.

Integrated into the BMD way is our inclusive approach to the cultural traditions of Australia's First Nations, with an increase in project smoking ceremonies, Acknowledgements of Country and ensuring our events begin with a Welcome to Country. Taking the time to Acknowledge Country, or include a Welcome to Country at an event, reminds us that every day we live, work and dream on the lands of Aboriginal and Torres Strait Islander peoples.

We also encourage the acknowledgement and celebration of Aboriginal and Torres Strait Islander culture through national and local initiatives during National Reconciliation Week and NAIDOC Week. Our BMD Urban team in Western Australia celebrated National Reconciliation Week with a Welcome to Country, hosted by two local Noongar men at the Cecil Avenue Upgrade project. Daniel and John Garlett imparted their knowledge, their cultures and explored how we can contribute to achieving reconciliation in Australia. Our Fitzsimons Lane Upgrade team in Victoria downed tools to take part in a powerful cleansing ceremony led by Wurundjeri Elder Colin Hunter. Our West Camden Water Recycling Plant Upgrade team took part in a traditional Smoking Ceremony where BMD, our joint venture partner Downer and Sydney Water were welcomed by Uncle Daniel Chalker from Dharawal Country who encouraged everyone to participate.

We were very proud to engage Kabi Kabi/Wakka Wakka/Koa/Yuin artist, Stevie O'Chin, and Kabi Kabi/Wakka Wakka man, Michael Grundon of GaWun Supplies to create and manufacture a bespoke PPE shirt, which represents our unique approach to business. Our new shirt is called Bu'ra'ngam, which translates in Kabi Kabi language to hearing, knowing, thinking, and understanding. This remains at the forefront of BMD's approach to business to encourage relationships, respect, and opportunities to contribute towards our reconciliation journey and it has been encouraging to see more and more people wearing these shirts on our sites across the country.

BMD continues to work in partnership with the Clontarf Foundation who make incredible progress in improving education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men. We have extended our seven year partnership for an additional two years, and we continue to offer employment to academy graduates across the country. Our teams in Victoria and Western Australia shared uplifting stories of culture, connection and legacy including attendance at employment forums and the construction of a Yarning Circle at Cecil Andrews College in Perth.



## ELEMENTS OF ART TO ACKNOWLEDGE COUNTRY IN ADELAIDE

The BMD Adelaide office commissioned a local Indigenous artist Elizabeth Close to design and paint a mural representing BMD's commitment to reconciliation. The artwork centres around acknowledging Country and the Sovereignty of the people on the lands of whom BMD work, live and construct.

Elements of the artwork as explained by Elizabeth: "The palette speaks to the diverse landscapes of which BMD works; of earth and water under a vast sky that unites us all. This journey is reflected by an image of a trickle meandering through a dry creek bed, and the white elements around it reflect the growth of BMD in the space of respect, reconciliation and collaboration; building on its core values. The lines in the white 'pebbles' are taken from the growth rings of old trees; growth and journey being the key elements reflected in the artwork."



## INDUSTRY SUSTAINABILITY LEADS TO MAIN ROADS PREQUALIFICATION FOR ABORIGINAL OWNED BUSINESS

Industry sustainability is a key result area for our Tonkin Gap Alliance project and one of the project's targets is to assist subcontractors in gaining prequalification under the National Prequalification System. Our team worked hard to successfully upskill GRC Indigenous Construction (GRC) to category B1 prequalified contractor. This is extremely rare and therefore a hugely successful outcome with GRC now able to tender for smaller Main Roads Western Australia projects, such as culverts and drainage, simple footbridges and minor repairs. GRC is a majority Aboriginal-owned contracting business who have been working on the Guildford and Railway Parade bridges as part of the Tonkin Gap Project.

ABORIGINAL AND  
TORRES STRAIT  
ISLANDER OWNED  
BUSINESSES  
UTILISED SINCE RAP

LAUNCH:

**162**  
DIFFERENT BUSINESSES

**\$25**

MILLION SPENT WITH  
ABORIGINAL AND  
TORRES STRAIT ISLANDER  
BUSINESSES



**2.5%**

OF OUR EMPLOYEES  
IDENTIFY AS ABORIGINAL OR  
TORRES STRAIT ISLANDER

**9.9%**



OF OUR LABOUR WORKFORCE ON PROJECTS IDENTIFY  
AS ABORIGINAL OR TORRES STRAIT ISLANDER



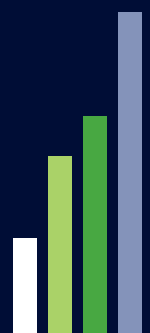
**57**

SUPPLY NATION  
BUSINESSES  
ENGAGED

**667**

ABORIGINAL AND TORRES  
STRAIT ISLANDER OWNED  
BUSINESSES REGISTERED IN  
OUR SUPPLIER DATABASE

( 56 % INCREASE )





# SAFETY AND WELLBEING

## THE HEART OF THE BMD WAY

**BMD is in a period of change, growth and opportunity, and with it comes new challenges. We are navigating new markets, clients and advanced technologies, and have experienced significant growth in our workforce. Over this period, we have taken a step back to reflect on our safety culture, challenging our focus and approach. As we move forward, we are taking steps to realign our safety and wellbeing culture with the true values of BMD.**

Across our operations, we completed 7.3 million work hours this year and reported a total recordable injury frequency rate of 6.9. The high risk areas of working at heights, people/plant interactions and overhead powerline incidents are the areas which require increased diligence and improvement.

Our HSEQ Steering Committee and regional leads have worked in collaboration to assess, re-focus and re-establish our philosophy in regard to health, safety, environment and quality (HSEQ) to launch a new mantra - *HSEQ excellence is the BMD way*.

The BMD way is all about doing things differently and embedding our values into everything that we do. Striving to achieve HSEQ excellence is an integral part of this. To achieve HSEQ excellence, our employees are encouraged to collaborate with others, be empowered to think innovatively, determined to deliver excellence, and constantly strive to do better for the benefit of themselves, others and BMD. HSEQ excellence means recognising and celebrating achievements, but also not being afraid to call something out if it doesn't look right.

HSEQ excellence is about looking outside the box to ensure tasks are delivered safely, to a high-quality standard, and with consideration for the environment. Leadership in HSEQ excellence means empowering our workforce, strategically engaging with industry stakeholders and positively challenging the way things are done. For example, HSEQ excellence will influence our assessment of strategies around ensuring our workforce is trained and upskilled to the BMD way.

Part of this change is introducing smarter and more efficient ways to manage safety risk. Working with our systems group, we are establishing intuitive, efficient and accessible online platforms to improve risk assessment and reporting.

### MENTAL HEALTH AND WELLBEING

BMD and the Power family were deeply saddened by the sudden passing of our long-time friend, Paul Green. Paul had an incredible impact on our people, not just in how they show up to work each day but in how they show up in life and to loved ones.

Over the past two years, Paul was working closely with our project leaders on how to be effective leaders through team cohesion, coaching and mentoring. He coached our safety leaders, delivering leadership workshops, and prestart awareness training and has left a great legacy in the Wellness Green App.

Paul was an advocate for wellness - not just physical health, but also mental, emotional, spiritual, social and environmental health. Utilising the principles of high-performance coaching in professional sport, Paul worked with our teams to develop a wellness platform that analyses and examines the wellness and performance of our people. Using smart watches, the Wellness Green App provides access to a daily check in system that analysed levels of stress, motivation, sleep quality, nutrition and fatigue. With automatic intervention strategies, participants are directed to informational resources and support based on their responses to the daily check ins.

Our business is our people and that is why providing them with support is so important. We offer a free and anonymous Employee Assistance Program and we partnered with Mental Health Movement to deliver wellbeing webinars for employees and their families.

As part of our wellness programs over the year we have partnered with engaging professionals who integrate physical and mental health strategies into the highest level of sport, such as strength and conditioning professional Andrew Croll and Advanced Sport Dietitian Peta Carige.

### TRAINING

We are committed to providing our people with the skills needed to identify hazards and take appropriate action to control them in the workplace.

In response to shifting markets and new challenges, we established National Safety Action Plans unique to each business unit. To facilitate the effective roll out of these plans, leads across the country have been facilitating new ways to engage the project teams such as HSEQ training days held on project sites or inviting guest speakers to site for toolbox talks.

Temporary works continues to be a high risk area in our business. To mitigate this risk, all BMD engineers who are responsible for the delivery of temporary works have participated in Temporary Works Risks and Awareness training through Engineers Australia.

# DETERMINED

WORKING SMARTER BY USING 4D  
MODELLING TO REDUCE RISK

The Barwon Heads Road Upgrade project for Major Road Projects Victoria is a 4 kilometre duplication consisting of intersection upgrades, a new bridge over rail and a new active transport pathway.

The new bridge over rail is 97 metres long and 9 metres high and required the lifting of 18 steel beams into place. The beams measure between 29 metres and 57 metres and weigh close to 750 tonnes in total.

Months of preparation and hard work went into this milestone with the team completing multiple digital rehearsals of the complex lift using the latest 4D modelling technology to test various methodologies and strategies. This allowed the team to foresee, discover and address potential issues leading up to the works to ensure the approach was fine tuned. This approach raised the bar on major lift planning in a rail and road possession environment.





# ENVIRONMENT AND SUSTAINABILITY

## PROTECTING OUR PLANET AND DELIVERING SUSTAINABLE OUTCOMES

### ENVIRONMENT

BMD is committed to operating in a way which ensures the protection of our planet and improves the environmental amenity for the communities in which we operate. Through innovative design, conscientious delivery and community lead initiatives, we pride ourselves on the impact we make towards a more sustainable Australia for years to come.

Our class 1 environmental incident frequency rate has remained at zero which is a great result for our business. Our class 2 environmental incident frequency rate increased from 0.9 to 1.1. While our frequency rate has increased, the investigation process and mitigation measures are minimising reoccurring incidents which is a great example of our system working correctly. There has also been an increased focus on correct classification of incidents and adequate reporting and investigating. Through continued diligence, we have a goal to decrease this to 0.5.

Across the regions, we have been recognised for exceptional performance in environmental management through wins in the Civil Contractors Federation Awards for the Carmichael Rail Network and Archerfield Airport projects in Queensland and the South Eastern Freeway in South Australia.

We initiated a shift in our approach to environmental and sustainability management. Recognising the evolving role and function of these teams, we have moved the overarching national environmental management role from systems to operational risk and governance, reporting to the Chief Risk Officer. We have strong environmental representation in the field across all Australian states and territories, and the quality of environmental communication and reporting has improved.



Part of this shift is improvements that empower delivery teams to take increased ownership of environmental performance and outcomes. With increased transparency we have better reporting systems that allow for improved quantitative decision making and increased accountability.

Uniquely positioned within the Australian construction market, BMD is involved in some of the largest infrastructure projects across the country, while also remaining dedicated to local urban infrastructure. Our environmental management system is under continuous improvement to meet the highest standards expected by government and regulatory bodies. Our high standards and expectations are filtered throughout the entire business, with many of the standards and procedures developed and implemented on the previously completed Inland Rail and Carmichael Rail being used to improve BMD's overall environmental management approach.

Each year BMD dedicates a month to raising awareness, stewardship and improvement of environmental outcomes. It has become an opportunity for project teams to reflect on the good work being undertaken and rewarding our teams through recognition and celebration.

We encouraged our people to focus on the environments in which they live and work, provoking thought about what they can do to create a culture of environmental excellence. The theme was about the importance of having effective water discharge and sediment control measures in place. Project teams from across our business demonstrated their approach to water and liquid discharge and controls through video. The Cooroy to Curra project was a standout example with the team sharing their establishment of almost 80 high efficiency sediment basins, a unique water pipeline for construction water, plus numerous other robust controls that set new standards for the Department of Transport and Main Roads in Queensland.

In response to the extreme water events experienced over recent years, BMD Urban has introduced a roll out of high efficiency sediment basins and automated flocculant dosing units for a variety of projects throughout South East Queensland. Working together to improve the efficiency and effectiveness of managing site water, these units provide better water quality outcomes and program resilience in managing unexpected rain events, which results in sites being dewatered faster and teams back and working earlier.

**SUSTAINABLE CONSTRUCTION - OUR ACHIEVEMENTS IN 'IS' PROJECTS DELIVERED:**

REGION	PROJECT	RATING
Victoria	Victorian International Container Terminal	Leading (As Built v1.2)
	Melton Highway Level Crossing Removal	Excellent (As Built v1.2)
Queensland	Haughton River Floodplain Upgrade	Excellent (Design v1.2)
New South Wales	Inland Rail - Parkes to Narromine	Excellent (As Built v1.2)

## SUSTAINABILITY

Focused on the long-term sustainability of our business, our projects and our people, BMD continues to identify opportunities to integrate holistic thinking and practices into our operations.

We have activated a dedicated national role to focus on sustainability and social performance. This resource will oversee the integration of environmental, social and governance (ESG) considerations across our business and projects, ensuring we improve societal outcomes within the communities in which we operate.

Delivery teams are being empowered to take on increased ownership of their project's performance in sustainable practices and outcomes. We are increasing access to effective resources and are working on digital innovations that will put BMD at the forefront of sustainable practices in construction.

Our urban business undertook a sustainability assessment using the EcoVadis rating platform. The platform evaluates and ranks an organisation's ESG performance through assessing material sustainability impacts based on documented evidence. The categories within the assessment were broken down into environmental, labour and human rights, ethics, and sustainable procurement. BMD Urban ranked in the

88th percentile of similar organisations (construction and other civil engineering projects) and was awarded a silver sustainability rating.

BMD also continues our participation within a variety of projects across the country registered with the Infrastructure Sustainability Council (ISC). In the previous year, we delivered an as-built Excellent rating (ISC Rating Tool v1.2) for the Inland Rail Project - Parkes to Narromine. Currently we are delivering projects to more rigorous standards with registrations to the IS Rating Tool 1.2 and IS Rating Tool 2.0, as well as trialling the new IS Essentials Rating Tool.

As we share our knowledge and learnings, we are seeing fantastic sustainability initiatives across our operations. Out of Victoria and Western Australia in particular, there has been a real focus on circular economy outcomes, with our teams meeting and exceeding client expectations.

## SOME HIGHLIGHTS FOR THIS PERIOD INCLUDE:

use of reclaimed asphalt pavement in full depth asphalt grades at intersections

use of eco blocks for noise walls in place of traditional limestone blocks

limestone excavated from one project site was reused at another project

use of excess cut to build future freeway embankments

suitable cleared vegetation was chipped and reused onsite as mulch.

On the Newell Highway Program Alliance we partnered with Aecom, Transport for NSW and Black Stump Technologies to deliver a renewable energy solution to power site sheds. For the first time on a NSW Government road project, the traditional diesel generator was replaced with a mobile solar-powered generator. Housed in a shipping container, the mobile solar-powered generator offsets carbon emissions and is easily transported to support worksites along the highway.

At Elara Estate in the City of Blacktown, we collaborated with Stockland, Downer and Blacktown City Council to replace traditional asphalt with a more sustainable product, Reconophalt. Made up of 40% recycled content, Reconophalt includes almost 700,000 glass bottles, 5 million plastic bags and 1,600 tonnes of recycled asphalt milled locally from old roads and construction sites.



# DIGITAL TRANSFORMATION

## ENGINEERING TECHNOLOGICAL ADVANCEMENTS

**BMD is committed to investing in, and continuously evolving through digital technologies, improving security, communication and collaboration, as well as refining our delivery strategies, methodologies and performance.**

Integration and cohesion across our business is key to success in our digital transformation strategies. Through consistency, understanding and common goals, we are identifying areas for improvement, developing shared systems that support efficiencies and establishing a platform for collective data and learnings to benefit the entire group.

As BMD's lead delivery forum for information and technology advancement, DigiLead focuses on structuring business advancement beyond our current position within the digital sphere. Through DigiLead, the business has been challenged to identify improvements in the three key areas of people, decision making and efficiencies.

Continuing progression from last year, DigiLead is focusing on improvements in software where we can drive efficiency, streamline workflow, and improve reporting, ultimately allowing our project teams to focus on delivery.

We have continued to make progress in the digital transformation space through projects which will transcend how we operate as a business.

We have begun a shift of our in-house health, safety and environmental capability to Beakon. Identified as best-in-breed, Beakon is a high performance software that manages safety, risk and compliance with an intuitive and user friendly interface. Utilising the software on mobile devices, our project personnel are now completing initial release incident and accident management, risks registers and forms and hazard identification in the field.

We are continuing the integration and development of Civil Pro for quality management across the business. We have been working across five strategic projects that will achieve fully interactive, cloud based quality control and lot management, including lot identification, inspection and test plans and correlation of data. Improving accessibility and reliability, Civil Pro will feed conformance reporting and enable seamless client and stakeholder acceptance and signoff in real time.

We commenced development of a proof of concept for an enterprise resource plan (ERP) which is due for completion in late 2022. The focus has been on providing our business with a long-term solution for accounting, finance and procurement for our corporate services teams, with a view to also consider project management and project cost control.

For our property and land development business, the ERP will streamline the whole of life development model from feasibility, inventory management and land sales to assist the business as it expands and matures. This will allow for seamless integration between our vertically integrated business offering consisting of Empower (design), BMD Urban (construction) and Urbex (development/sales).

The proof of concept process has passed through a series of phases, including shortlisting, scope and design, user acceptance testing and a DigiLead committee review of all desired outcomes.





# STRIVING TO DO BETTER

We have continued making advancements in digital engineering. We established a working group to navigate the continuously evolving elements in this space, including BIM, 3D and 4D modelling, digital animations and artificial intelligence. This group has committed to piloting up to six digital engineering projects on an annual basis.

With a commitment to investing in up-to-date digital engineering, we have incorporated it into corporate standards and practices to advance engagement with our clients, delivery partners, design partners and customers. We are setting minimum requirements for digital engineering design and implementation across all future projects.

In particular, the past year has seen an increase in the adoption of 3D/4D virtual construction to improve safety in design, planning and scheduling, risk management and to drive planning efficiencies by utilising augmented reality. Through the efficiencies available across the BMD Group, we see advantages in sharing the technologies across our business to benefit all of our construction projects.

We remain focused on putting our construction business at the forefront of the technology bubble and have recently implemented artificial intelligence into tax compliance and cost allocation. Using our significant volumes of accurate data, we have assessed trends and are able to make informed decisions based on past performance.

The construction industry continues to adopt the use of drone and camera technology in survey and field surveillance. By utilising 360 degree image capture of AI/AR mapping, along with the combination of photographic, and spatial survey data overlaid to 2D/3D modelling is assisting our teams

to provide real time outcomes. These are then utilised to achieve everything from productivity and design efficiencies to collaboration and better decision making.

As we continue to grow and integrate new businesses into the BMD Group, ensuring the integrity of our information technology (IT) system is vital. Regardless of the markets our different businesses operate within, we maintain one system and are focused on continuing to improve functionality, productivity and accessibility.

With data being the most important asset to protect, our new system has a better capability for data analytics. The system is secure and manages everything - from purchase to pay, project management, procurement, payments, reporting, the general ledger and taxation recording.

Our IT department is continuously working towards improving our capability to prevent cyber attacks. Key to this is constant vigilance and training our people, particularly in the finance area where integrity of bank details is extremely important.

As we continue to evolve in this space, we are reviewing and trialling new products. SpaceX for example, using direct digital satellite connection is expected to provide better productivity through use of direct connection, compared with fibre optic cable technology.



# CARING FOR OUR COMMUNITIES

## IT'S THE BMD WAY

After 43 years of operation, BMD continues to invest in the development of long-term partnerships with organisations which align with our values. This investment serves to maximise the opportunity for local input with flow on effects in the legacies we leave in communities long after the project is delivered.

We are proud to build long-standing relationships within our communities, including our corporate partnerships, which have an average length of over 11 years. We invest over \$1 million with these partners annually, and continue to support local communities through grassroots and give-back initiatives.

Our commitment to supporting organisations is based on mutual respect and trust, and sharing in our joint commitment to diversity, reconciliation, family values and high-performance.



As proud major support partners of the Brisbane Lions for over a decade, we were thrilled to sign as co-major partner of the Brisbane Lions AFLW team. The inclusion of women in the construction and engineering industry remains a key focus for our business. This partnership is a fantastic alignment of our shared vision and objective to improve participation for women in our respective industries, both of which they are currently underrepresented.



We believe in the value that different perspectives can add to productivity, innovation, and high performing teams. We are thrilled to be naming rights partner of the Queensland Rugby League state-wide women's competition and fully support them in their strategy to increase participation and engagement in female rugby league.

# EMPOWERING



We renewed our partnership with Clontarf Foundation in support of the incredible progress they are making when it comes to improving the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men. We continued to provide students with the opportunity to practice their social skills, build their confidence, and increase their understanding of the employment opportunities and pathways available to them in the construction industry.



We proudly became foundational partners of UNIQ You, to construct meaningful career pathways for young women in STEM related fields. UNIQ You serves to break down the barriers that girls face in pursuing careers in industries where they are currently underrepresented. Five of BMD's talented and inspiring female employees are on board as UNIQ You advisors to connect with young women and answer questions about the reality of a career in the civil construction industry.



We partnered with the National Association of Women in Construction (NAWIC) as gold sponsors of their Queensland chapter. We are supporting their efforts in driving changes within the construction industry to facilitate increased recruitment, retention and career pathways.



We are committed to supporting communities in need and are incredibly proud to have been a part of the Queensland Reds and UNICEF Australia's Tonga Recovery Appeal. We donated \$10,000 to support UNICEF teams in the Pacific to send emergency supplies to communities living in Tonga's capital, Nuku'alofa following the devastation caused by the volcanic eruption.



We partnered with disability service provider OC Connections to create meaningful jobs while delivering the Fitzsimons Lane project for Major Road Projects Victoria. The partnership helped the project team manage resources efficiently and created job opportunities for people with disabilities on the project, generating over 900 hours worth of work.



Members of the Newell Highway Program Alliance project team came together to donate, wrap and deliver gifts to the children that were spending Christmas in the Paediatric Unit and Special Care Nursery at Dubbo Base Hospital.



# ES. CO IN CM



Our project teams working on RAAF Base Tindal participated in the Try a Trade expo in Katherine in the Northern Territory. They educated and inspired more than 200 Aboriginal and Torres Strait Islander students on the career opportunities and pathways available in civil construction.



We partnered with Mates in Construction in their aim of suicide prevention and improving mental health outcomes in our industry, signing on as gold partners of their tenth annual MATES Lunch in Perth.



As part of the COVID-19 community assistance program, we provided funding to the Motivation Foundation, a Western Australia not-for-profit committed to providing skills to diverse and disadvantaged young people and helping them find employment. Our support helped mentoring and coaching for students undertaking their Certificate II in Civil and Mining.



We proudly partnered with HeartKids to support and advocate for people impacted by childhood heart disease through volunteering at the Show N Shine event and abseiling 70 metres from the top of Adelaide's InterContinental Hotel to raise funds for the HeartKids community.



We participated in the Canungra Combat Challenge, with our teams taking on 7 kilometres of fitness obstacles, bush trails, a river swim and soldier exercises at the Kokoda Barracks, raising \$12,000 to support Legacy Brisbane and their work to support the families of fallen or injured veterans.



On the Fitzsimons Lane Upgrade project, we have launched the BMD Beyond initiative with JobCo to further increase our commitment to social procurement. Together we have streamlined employment outcomes for marginalised and disadvantaged individuals.





**BMD**

constructions

CONSTRUCTION

Tonkin Gap Alliance, Western Australia

## OUR CAPABILITY

**Through strong foundations, genuine respect for our people and the relationships we have formed with long-term clients, subcontractors and delivery partners, our major infrastructure division maintains strong and stable growth.**

While remaining connected to our civil construction heritage, we continue to evolve and broaden our capability across market sectors. This year we increased our work in hand to almost \$1.7 billion and grew our team by 23%. We have successfully secured and delivered projects in rail, port, transport, water and defence, expanding our knowledge, skill set and our offering as the premier Australian owned civil contractor.

## MARKET UPDATE

Over the year, Australia's construction industry entered a period of record growth as both state and federal governments leveraged infrastructure spending as a post COVID-19 economic recovery tool. This, combined with logistical constraints in the supply chain, and the lack of mobility of skilled resources across national and international borders, has created a unique set of challenges for the industry.

As a national contractor, with well established businesses throughout the country, BMD was well positioned to meet these challenges, achieving the successful delivery of 10 existing projects and securing an additional 16 contracts, including opportunities with five new clients.

Drawing upon our highly skilled and diverse workforce, we maintained our unique ability to deliver projects ranging in value from \$10 million to more than \$1 billion across our portfolio of works. This strong resource base has been developed through our culture of recognising the importance of developing our people and providing an environment for our future leaders to thrive.

Over recent years the market has seen a general shift toward collaborative contracting models. Both clients and contractors are seeking ways to better realise the value brought to projects by all participants. This shift, combined with a desire to create more equitable risk profiles, has seen the re-introduction of many alliance or incentivised target cost models, with contractors selected on capability, track record and ongoing performance.

The adoption of these collaborative models, and the application of these in a 'program of works' has enabled BMD to plan the business with certainty and a longer-term focus. This ultimately provides a more sustainable business model and a very strong future outlook.

## ACHIEVEMENTS

We continued to strengthen and diversify our capability beyond the traditional core transport sector. As we look forward, we now have a portfolio of work with 20% of work in hand in the water and wastewater and 15% in the defence sectors.

Our expanding footprint into water and wastewater includes securing the West Camden Sewerage Treatment Facility Upgrade for Sydney Water. We also continued to strengthen our relationship with Seqwater, successfully completing the Mount Crosby Water Treatment Plant Refurbishment - East Bank Filter Upgrade and securing the award of the Mount Crosby Weir Bridge Duplication.

Following on from the success of Brisbane's New Parallel Runway project, BMD secured two contracts at the new Western Sydney Airport, including construction of landside roads and services, and construction of concrete aircraft aprons. These projects signify the continuation and strengthening of BMD's unique offering and capability in the delivery of quality airport pavements.

Within defence, we secured an ongoing opportunity as head contractor of the P0010 series of apron upgrade works at RAAF Richmond and HMAS Albatross in New South Wales. Supporting managing contractor Lendlease, we continue to maintain our strong service offering as a leading contractor delivering the extension of the concrete runway at Tindal Air Base and the expansion of existing concrete aprons works at Air 555 RAAF Edinburgh.

In Victoria, we are expanding our capability in the port sector. We successfully completed delivery of the Spirit of Tasmania - Corio Quay project, expanding our portfolio of civil works delivered within the port and marine sector. The delivery team were able to leverage the learnings from our delivery of major expansion works at Port of Melbourne including collaboration with adjoining principal contractors and resolving change and scope requirements.

In Western Australia, we have further diversified into the rail sector with the award of BMD's largest tender win in the region, the approximately \$700 million Victoria Park-Canning Level Crossing Removal as the Armadale Line Upgrade Alliance. Delivered under an alliance model, the project will replace six level crossings and build five elevated railway stations.

Throughout the year we have continued to demonstrate our capability to deliver successful project outcomes in live operating environments, including port, airport and defence facilities where our ability to manage multiple interface risks and collaborate with stakeholders underpins our best for project approach.

Through the successful delivery of the Houghton River Floodplain project in Townsville and multiple road upgrades in Victoria, we have further reinforced our position in the transport sector. As a leading contractor on the Victorian Government's Major Road Projects Victoria Construction Delivery Panel, BMD was awarded four road upgrade projects to be delivered under the program delivery model.

The successful milestone achievements which have been delivered during construction blitzes on Fitzsimons Lane in Melbourne have demonstrated our capability to deliver works under condensed shutdown periods to minimise risk and ensure ongoing opportunity in the program.

We have continued the successful delivery of the \$400 million Tonkin Gap Alliance in Perth, completing major milestones such as a complex launch of the Redcliffe Bridge over the Swan River and a weekend closure of the Tonkin Highway to install 18 bridge beams at Broun Avenue. The four year Transport for NSW Newell Highway Program Alliance is continuing to progress, with the team

on track to complete all associated works for 40 overtaking lanes over the contract period. BMD also achieved a noteworthy milestone on the Deception Bay Road Upgrade with the safe demolition of the existing bridge over the Bruce Highway in Queensland.

## OUR PEOPLE

During the year we have seen our team grow by 23% nationally. This growth is largely in our southern region and Western Australia in response to our success in securing new contracts with key clients.

One of the prevailing traits of our team is persistence and resilience. Over the year some of our teams were challenged by the natural disaster events experienced across our eastern regions. Our people, our projects and our communities were impacted by multiple floods, particularly our team delivering the Cooroy to Curra Section D near Gympie. The site faced two significant flooding events which inundated our works. Our team were first on the ground to help the local community in their recovery efforts and consistently maintained a positive outlook.

Persistence and resilience was also demonstrated in New South Wales with our Moorebank Avenue Upgrade and Newell Highway Program Alliance teams pushing through the challenges of the wettest year since 1891. The Moorebank team were faced with over seven weeks of wet weather delays since the start of the concrete works, persevering to ultimately pour approximately 3000m<sup>3</sup> within five months.

## FUTURE DIRECTION

Looking forward, we see new and exciting developments in defence, renewables and other energy sectors. We will continue to focus our approach to ensure we are able to play a key role in these opportunities. This future direction is centred around four pillars of safety and leadership, development of our people, diversification and innovation as we strive to offer our clients a collaborative and solutions based approach in everything we do.

# CONSTRUCTION HIGHLIGHTS

grew our work in hand to almost \$1.7 billion

16 projects awarded

10 projects successfully delivered

50% of projects awarded are for repeat clients

23% growth in our employee base

continued to diversify our portfolio nationally with 20% of work in the water and wastewater sector and 15% in defence

completed award winning Houghton River Floodplain project in Townsville, Queensland

largest ever tender win in Western Australia with the Armadale Line Level Crossing Removal project

completed the launch of the Redcliffe Bridge over the Swan River on the Tonkin Gap Alliance in Perth, Western Australia

continued delivery of the Newell Highway Program Alliance with Transport for NSW, now set to complete 40 overtaking lanes over the four year contract period

completed Ballarat Rail Station Bus Interchange Upgrade for VicTrack in Victoria

achieved the significant milestone on Deception Bay Road Upgrade with the safe demolition of the existing bridge over the Bruce Highway in Queensland.



# URBAN



\$589 million worth  
of work won

135 projects awarded

3381 lots won to be  
constructed (33% increase  
from previous year)

122 projects reached  
practical completion

134 active projects  
have started or are under  
construction

URBAN HIGHLIGHTS

Orion Estate, Western Australia



## OUR CAPABILITY

**As the largest urban development contractor in Australia, BMD's group of companies have the capacity to deliver integrated services for whole-of-life project delivery. We have worked with urban development clients since 1979, and retain our positive relationship-based approach which has characterised BMD since inception, directly contributing to strong relationships, repeat business and growth.**

Over the past year we have seen a strong housing market nationally and continued government spending on infrastructure that supports our target markets of residential and subdivision developments, industrial estates, council associated headworks and smaller infrastructure works.

### ACHIEVEMENTS

Our performance in tendering has resulted in winning one in three tenders and securing 135 new projects. Across Australia we secured \$650 million of work, largely dominated by land development with 3381 lots to be constructed.

Our success in urban projects continues to benefit from the synergies achieved in the collaboration of the BMD group of companies. Working with Urbex, Empower Engineers & Project Managers and JMac Constructions, we are able to offer complete solutions, achieving efficiencies and value for money. Our Minnippi development in Brisbane completed the last 15 lots overlooking Brisbane's future golf course, with this project a great example of all divisions working seamlessly together. Our design, urban and landscaping divisions have been working together on the design and construction of Rosia Park for the Logan City Council in Queensland.

Nearly 50% of the lots awarded nationally were in Victoria. The Victorian business has driven exceptional results due to the ongoing strength of the housing market and diversification into infrastructure works to support developments. Our infrastructure works have included work at Melbourne Airport, a high voltage upgrade at a new vaccine manufacturing facility for Seqirus – part of the CSL Group within the Melbourne Business Park and the installation of gas mains within subdivisions. By diversifying our capabilities in the markets we already operate, such as gas installation, we are growing our fully integrated model and bolstering our self-performance capability.

We have seen growth and strong performance in North Queensland. This has been driven by the Queensland Government's continued spend on the Bruce Highway, as well as the Townsville City Council's works on Magnetic Island. We have also secured continued work with a long-term client on Stage 2 of Drivelt Race Track west of Townsville.

There has been continued effort by our team in Western Australia who have been delivering the bulk earthworks project for the Orion development, the Stirk Park Drainage Upgrade and securing the Gosnells with Urbex, their first development project in the state.

Driven by strong relationships, our team in South Australia continues to grow and maintain solid performance. We continue to win repeat work at the largest development in South Australia, Riverlea for Walker Corporation, we delivered the \$5.4 million Burton Community Centre, bolstering our building capability and we are nearing completion of a streetscape upgrade of Military Road and Main Street in Henley Beach.

In South East Queensland we have had a busy year keeping up with the demand for residential development, maintaining the programs for our clients. Just under 40% of the lots awarded in this period were in this region, with BMD securing continued work with Avid at Brentwood and Australand at Brookwater and Haven. We are also continuing work for our long-term partners Springfield City Group, Ipswich City Council and Logan City Council with road infrastructure works throughout the region. We continue to maintain momentum post-COVID securing a number of landside infrastructure upgrade packages with Brisbane Airport Corporation and our team commenced works on the multi-million dollar redevelopment of the Gold Coast Turf Club.

We were impacted by floods and wet weather in New South Wales, however our team has maintained momentum to complete works for Mirvac's Georges Cove Residences. Our persistence in the Australian Capital Territory market has led to further work with private and government clients. We are also well positioned to benefit from the strong housing market with continued works at William Slim Drive and Horse Park Drive.

In the Northern Territory we have benefited from our diverse capabilities, securing repeat work with the Department of Defence, Defence Housing and the Department of Infrastructure, Planning and Logistics, including a new aviation fuel farm and duplication of the Stuart Highway in Katherine.

As we reflect on the year, we are humbled by the commitment and dedication of our people. With our growing workload across Australia, and an additional 145 new staff, our experienced and skilled people are meeting the call to travel far from home to assist our teams wherever resources are needed. This model continues to work extremely well as we share resources and skills between the regions and promote the BMD way to new members of our business.

### CHALLENGES

We remain focused on and committed to safety and the environment and we continue to work hard to get to where we believe we should be. To achieve this, we are looking for better, more efficient and cost-effective ways to work. We have developed innovative solutions, such as the use of existing barriers on the Bruce Highway as a temporary installation to maintain highway safety. The direct result of this solution, evident in two separate incidents, was the prevention of trucks leaving the road and entering the creek.

We have been focusing on the basics to ensure we have a good platform to start working through health and safety issues. Our PPE Perfect initiative is having an effect with less people showing up to work without the correct PPE, and our Switch On program encourages stretching as a way to ensure continual progress to prevent manual handling injuries and switching on our minds before we start the day.

### FUTURE DIRECTION

As we move forward, we will maintain momentum in delivering our large volume of land development projects, ensuring settlements for our clients as quickly as possible. This will be a challenge considering the trends we are seeing in the availability of labour and key materials, however we will leverage from the advantages we have within our group of companies.

We will continue to seek out opportunities within the markets we operate, including diversification of capability, such as infrastructure projects that align with our urban development capabilities. We will also focus on minor defence works as this is a growing market across most of the country.



# ENGINEERING DESIGN AND PROJECT MANAGEMENT

**Empower**   
ENGINEERS &  
PROJECT MANAGERS

strong pipeline of  
current work in hand

**189**  
projects awarded

**144**  
projects completed

DESIGN HIGHLIGHTS

Minnippi Golf Course, Queensland

## OUR CAPABILITY

**Offering tailored engineering design, project management and construction solutions, BMD's design engineering arm, Empower Engineers & Project Managers (Empower) specialises in residential, commercial and industrial developments, infrastructure and resource projects across metropolitan, regional and remote areas.**

Our unique approach, working in collaboration with clients allows the visualisation of each phase of a project before it begins, provides proven value for money, more profitable outcomes and a more resilient infrastructure network.

We offer services to private and government clients, including land and built form developments; hard infrastructure including roads, stormwater; water and sewer networks from bulk storage and distribution, through to local reticulation; and water cycle environmental assessments and solutions.

## ACHIEVEMENTS

With a vast increase in the demand for property throughout Queensland, the land development sector was an outstanding performer. Capitalising on the opportunities in this market, our supply chains were pushed to their limits resulting in significant delays for crucial materials and services. This prompted innovative thinking, resulting in alternate methods such as different material choices, improved staging and alternative procurement models.

Leveraging from knowledge and capability shared within the BMD Group, towards the end of the year we instigated an increased focus on pre-construction planning, aimed at providing effective communication of design outcomes to clients and construction contractors. While Building Information Modelling (BIM) is becoming common practice in major infrastructure projects, it is a new concept in the land development market and smaller infrastructure projects.

Introducing BIM to our clients, we have undertaken digital engineering development work to deliver cost effective and easily repeatable visualisation outputs to support the communication between Empower and other delivery stakeholders. The information provided in the visualisations has proven valuable in constructability, estimating and programming activities.

We delivered the final design piece for the magnificent Capestone Lake development in north Brisbane. For over 10 years Empower has been the lead consultant on this Urbex project, delivering 2200 residential lots, commercial infrastructure, a new primary school lot, a centrepiece 12.8 hectare pumped saltwater lake, extensive adjoining parklands and the integration of the development around a new heavy rail train station. Empower is exceptionally proud of this development and is thankful for the collaborative framework afforded by clients, regulators and constructors.

We also completed delivery of the design for the Kalynda Chase development in Townsville, North Queensland. This 1500 lot residential land development was a frontier project when it started 15 years ago. Crossing the major river boundary of the Bohle River, this is the first development undertaken in this area. Key to gaining the initial regulatory approval, we developed industry leading environmental design solutions that set the benchmark for developments to follow. These environmental initiatives were embedded within road and stormwater networks and into a continuous snaking parkland and active transport network. The unique solution has provided a strong community attraction and led to Urban Development Institute of Australia awards.

Water and sewer network assessments and upgrades continued in remote Aboriginal and Torres Strait Islander communities across northern Australia, focusing on the Northern Territory, but also including Far North Queensland and Western Australia. This included continuing our third year of program delivery for Power and Water Corporation in the Northern Territory for water and wastewater services. As one of the leading project management service providers to Power and Water Corporation, we are proud to play a key role in delivering essential services into the communities which need it most.

## CHALLENGES

The impacts of the COVID-19 pandemic continued into the year, testing our industry and our people in different ways. Coupled with the unanticipated property and infrastructure market boom, this created incredible strains on our team. By working together, and leveraging from the strength of the BMD Group, our people have continued to prosper through this period resulting in a team that is more resilient than ever. We have learnt in the face of adversity and continue to implement team development and alignment initiatives to ensure we remain prepared to manage impacts as we move forward.

## FUTURE DIRECTION

With the provision of an integrated civil design and approvals management offering, Empower has made a significant move into the built form market. We will continue to increase this service offering which is now a sound contributor to the revenue of our business, providing innovation and value management through collaborative planning and delivery.

Over the next 12 months we expect to see strong activity in Brisbane, Sydney and Melbourne, and Empower is strategically focusing on major projects in Townsville and Darwin as we continue to target the northern Australia market.



# LANDSCAPE CONSTRUCTION AND BUILDING



pipeline of \$50 million  
work in hand

130 projects  
tendered

51 projects won

30 projects reached  
practical completion

# 86%

of projects were  
for repeat clients

LANDSCAPE CONSTRUCTION AND BUILDING HIGHLIGHTS

Cloverton Development, Victoria



## OUR CAPABILITY

Through the creation of exceptional projects, including streetscapes, boardwalks, commercial buildings, sporting facilities, parklands and water play areas, our landscape construction and building division, JMac Constructions, is a unique part of BMD's integrated offering.

Our success is reflected in long-term client relationships, repeat work and a strong network of subcontractors, specialist project partners and suppliers.

## ACHIEVEMENTS

We have been presented with many challenges, including severe weather events and the significant supplier and labour shortages seen across the industry. While this has led to delays and impacted our ability to fast track growth across all regions, our team has maintained momentum and capitalised on a large volume of projects that have come to market, particularly in South East Queensland.

Achieving a near record turnover and securing a strong pipeline worth \$50 million in new contracts, we are entering the new financial year strong. Our continued performance demonstrates the stability of our business, our relationships and the strength of approach with ingenuity and practical solutions.

We delivered our largest ever project for City of Gold Coast, the Broadwater Parkland Play Attraction. The \$4.8 million parkland was delivered three months ahead of schedule and was opened in time for the September school holidays. We also completed construction of the Defiance Mill Park Pump Track in Charters Towers and a maritime themed park within the Eat Street precinct on the Brisbane River for Economic Development Queensland. Our building division in South East Queensland was bolstered with the completion of BMD Northcliffe Surf Club's extension on the Gold Coast; a sporting complex at Rob Akers Reserve in Strathpine; a BMX clubhouse and cafe at Nolan Park Brendale; a new community centre at Mount Glorious; a large clubhouse, head quarters and cafe for Brisbane Metropolitan Touch Association



Cloverton Development, Victoria

at Camp Hill; and a golf course pro shop, buggy storage and maintenance facility at Minnippi in Cannon Hill.

Continuing our work with land development partners in Victoria, we completed open space infrastructure for the Cloverton Development for Stockland, including a tennis centre, AFL/cricket oval, nature play reserve, large climbing towers, picnic structures and an all abilities play area. We also delivered a sports precinct for the masterplanned Merrifield project for MAB Corporation, consisting of sporting fields, cricket nets, a large dog park, feature lighting and a large skate park.

We secured 51 new projects, including 47 large public and open space infrastructure and four building projects. Within South East Queensland this included a \$10.5 million sporting precinct for Somerville House, repurposing of World War II jail cells at Witton Barracks for Brisbane City Council, and an upgrade of Bottomley Park for Brisbane City Council. It also included urban development works for Stockland and Orchid Property Group and our first major residential building for Urbex - the Wellington Collection in Manly.

New projects in Victoria include a new playspace at Carrum Downs Recreational Reserve and the Seabrook Reserve. Our work at Seabrook forms part of a \$20 million upgrade to the reserve which is the training and administration base for NRL Victoria. We are completing \$2.5 million of the works for Hume City Council which includes sports courts and an outdoor gym, playground, picnic facilities, amenities building and landscaping. We remain busy in North Queensland delivering the Riverway Boardwalk and Corcoran Park Netball Courts for Townsville City Council, additional stages of the North Shore development for Stockland and the Miners Memorial Outlook Boardwalk for the Charters Towers Regional Council.

## CHALLENGES

Staffing and supply chain issues continue to pose challenges across the industry. Our large number of long-term employees and excellent relationships with our supplier and subcontractor partners have enabled us to navigate these difficult conditions. Despite the labour and material constraints, our performance this year has really highlighted that we continue to be the go-to contractor for larger and more complicated open space and public infrastructure projects.

We have been focused on training and upskilling our people including on our approach to safety and systems, with the team undertaking training in the Beakon Platform to improve our HSEQ performance.

## FUTURE DIRECTION

Over recent years we have increased our building capability and are now at a point where our building team, project performance and offering is strong enough to stand alone. We have split our teams in South East Queensland into construction and building. The construction team will continue to focus on our current offerings of large public open space infrastructure and the building team will focus on targeting the built space market, increasing our footprint in this area by focusing on multi-unit dwellings and building in the commercial space.

JMac will continue to grow, capitalising on existing private and public client partnerships and seeking to expand by leveraging our multi-discipline offerings.





# urbex

# DEVELOPMENT

The Wellington Collection in Manly, Queensland

## OUR CAPABILITY

**Our development arm, Urbex, is a major force in the national development market, delivering best practice in project structuring, planning, management, delivery and marketing. We undertake development projects in sole ownership, joint venture and consortium partnerships, managing the entire process from securing land and approvals, creating masterplans, to sales.**

## ACHIEVEMENTS

The BMD Group's integrated and adaptable business model, coupled with our diversified development portfolio enabled the delivery of strong results over a challenging year.

We completed The Banks at Logan Reserve, Minnippi Residential Community and Kalynda Chase in Queensland, and have secured a stable forward order book with acquisitions of Blue Wattle in Townsville, Gosnells in Perth and The Heights in Darwin. We sold 479 lots nationally, setting a record monthly profit in December 2021, then breaking that monthly record again in June 2022.

With 13 active residential estates across Australia, we released 900 lots to market and eight exclusive luxury residences in the release of The Wellington Collection in Manly, Queensland.

Urbex works collaboratively with our integrated business units of Empower, Urban and JMac Constructions to achieve superior outcomes in delivery. We leverage the strengths of each business unit through our vertically integrated model to overcome

challenges, such as recent approval delays, resource shortages and adverse weather conditions, to achieve or surpass our forecasts.

Our developments offer a diverse product and are geographically spread to supply the emerging demands of both regional and capital city markets. This places our business in a robust position to continue delivery of healthy returns as the housing boom subsides.

Through strategic recruitment we have secured a number of new resources that, through complimentary skillsets, help to position our business for future growth and opportunity. We now have a diverse and highly talented team committed to delivering excellence in urban communities across Australia.

To further build our capability and unique offering to market, we launched Urbex Living, a national above ground development division, specialising in low to medium density and detached housing solutions. Inspired by planning for people, our highly motivated team with a combined five decades of specialist experience,

will deliver innovative design - shaped by sustainability and community - to create places where people live and meet.

While the launch of Urbex Living is in the midst of a challenging building environment with material and labour shortages, our talented resources and alignment with JMac have allowed us to maintain momentum and secure five new projects.

## CHALLENGES

In 2022 we are seeing a shifting market. The recent government incentives to help the recovery of the economy has resulted in severely depleted stock and the recent interest rate rises have ended the COVID-stimulated housing boom.

As we grow the business, we are focused on continued expansion and our strategy involves sourcing new capital partners to ensure we manage our equity and debt requirements.

## FUTURE DIRECTION

Forming the foundation of our future strategies is the continued growth of our capability and capacity to become a self-sustaining business from both an operational and overhead funding perspective. In the short-term we will continue to target masterplanned projects over 500 allotments in growth areas on a Development Management Agreement basis, allowing us to manage and deliver communities utilising our unique capability to deliver an end-to-end product based on our integrated delivery



model. We will continue acquiring short-term projects (two to three years) of 100 to 300 allotments in our own right, while maintaining moderate debt levels.

We will continue the successful delivery of our built form products utilising medium density sites located within our own portfolio, and will also seek strategic opportunities with private equity partners in ownership structures, similar to masterplanned communities.

We are currently working on the exciting delivery of the new BMD headquarters back in the bayside. Located in Wynnum Central, our new head office will allow us to move back to our roots, and into a first class building that reflects our values.

## PROJECT EXCELLENCE

■ The Wellington Collection in Manly, Queensland, six luxurious apartments and two town homes launched to market late 2021 generating great interest from local and interstate purchasers. Construction commenced in 2022 with a planned completion date of late 2023.

■ The Banks Logan Reserve in Queensland achieved title on the remaining stages with all lots successfully sold.

■ Capestone at Mango Hill, Queensland saw the completion of the 12.8 hectare lake, works on stage 21B moving towards completion and stage 21C under development. Demand for living at Capestone, in Brisbane's north, has remained high with the first release of the 25 premium lakeside lots selling out over one weekend and a second sub-release of 30 lots to the market with over 60% sold.

■ Minnippi Estate at Cannon Hill, just 10 kilometres from the Brisbane CBD in Queensland completed construction on the last 15 lots overlooking Brisbane's future golf course. These final lots were offered to the market via an online auction, with lots achieving record sales for the catchment - from \$1.3 million to \$1.6 million.

■ Civil construction works commenced on Stage 3 at Arc on the Point in Victoria Point, Queensland with stage one homes completed and residents moving in.

■ Stage two of Hillside Mooloolah Valley in Queensland is progressing with survey plans completed and buyers lining up for the next long-awaited release.

■ The Reserve in Townsville, Queensland is a boutique subdivision of 221 lots surrounded by natural bushland. We achieved completion of work in stage one, including landscaping, services and the onsite sales and information

centre, just in time for the opening weekend. The event gained great media coverage and 22 sales were recorded in this first release despite the stabilising market.

■ Located in Mackay, Queensland, Dunes Harbour Beach was launched in 2011 and has seen strong sales in its first release, largely from local buyers looking for a beachside lifestyle. The first residents in the development have moved into their new home and several new homes are under construction.

■ Zuccoli in the Northern Territory, remains a popular choice for local buyers and for buyers relocating to the region with few lots remaining for sale.

■ Our first project in Perth, Western Australia, Homebrook Gosnells, was launched to market in early 2022. As part of the sales launch, we hosted an event to introduce Homebrook to the local build teams. The launch was successfully received with expression of interests received on 11 of the 27 lots released.

■ Mandalay in Victoria remains one of the most desired estates in the highly competitive northern Melbourne growth corridor. The development has achieved a record breaking 390 sales this year, a 113% increase from the previous year. It was in the top five selling residential communities in Victoria.



WaWa Bulk Water Storage Scheme, Philippines

## OUR CAPABILITY

**Our international operations in the Philippines work across marine, dredging, transport, water infrastructure and building sectors. The success of our on time project delivery has strengthened our reputation for certainty in a disruptive market. Prime BMD is focused on providing infrastructure solutions that are innovative, relevant and built in a consistent, safe and environmentally conscious manner for communities in the Philippines and beyond.**

## ACHIEVEMENTS

Through outstanding performance and diversification we experienced growth and success over the year.

Universal access to water and hygiene is a priority for Metro Manila's growing population by 2030. This demands significant capital expenditure in water infrastructure which ultimately underpinned our growth in the market. Our recent success delivering the Tayabasan Weir Two project in the Rizal Province has positioned us to take advantage of the future investment by authorities. The WaWa Bulk Water Storage Scheme for WaWa JVCo was our first dam project. It involved design and construction of a 25 metre high roller compacted concrete structure designed to impound a reservoir which can deliver 80 million litres per day to Manila via a 900 millimetre pipeline.

The project, delivered in difficult mountainous terrain, was on time and achieved over one million hours lost time injury free.

Our performance on the WaWa Bulk Water Storage Scheme contributed to our success in tenders for the Upper WaWa Pump Station project and Cabading 3ML reservoir and 80MLD booster station.

Prime BMD has been dredging continuously at Manila International Container Terminal for over four years. As Manila Bay becomes the new home for reclamation in Asia, our experience and current fleet of vessels has us well positioned to take advantage of this growth. We have also acquired two new cutter suction dredges and support vessels over the period, increasing our capability in this market.

Recognising that there is growth in the dredging and reclamation sector, Prime BMD is well positioned to service private sector clients in reclamation and marine projects throughout Luzon. We also have the flexibility within our business model to expand into broader markets across the Philippines and the APAC region, including supporting BMD in Australia.

Prime BMD acquired a majority stake in JJ Drilltek which offers innovative, cost-effective slope stabilisation and earth retention systems in deep basement excavations, retaining wall structures, foundation drilling works, tunnelling solutions, rock and soil anchors and tieback systems for earth retention. With 20 years of experience in the field, including in-house engineering and geotechnical services, this acquisition provides valuable self-perform capability and broadens our market reach.

We reached completion of the rehabilitation of berths 1 to 5 at the Manila International Container Terminal in joint venture with specialised civil engineering company, Freyssinet International Manila Inc. The highly complex project involved restoration of piles for the existing quay structure, replacement of wharf furniture, as well as undertaking underwater and above





water concrete repairs. The project was completed ahead of schedule and within a 100% operational environment, without impact on daily port operations.

We also celebrated the topping out of Solaire North Casino. Located in Quezon City, the 1.5 hectare site comprises 34 stories, six podium levels of integrated casino, retail, restaurant and resort facilities. In joint venture with DMCI, Prime BMD constructed the base build structure and basement excavation.

Prime BMD established InPhase – O&M and Engineering Solutions, a subsidiary focused on providing improved solutions in operation and maintenance (O&M) and engineering. Driven to deliver outstanding results for clients, people and communities, we are committed to achieving the highest standards of health and safety across all operations. InPhase is focused on civil maintenance works, electro-mechanical inspection and maintenance, ship husbandry, operation and management of power assets and marine engineering solutions.

We currently have 1450 employees within our business and we forecast this number to increase significantly as we continue to secure additional work across the region. In the 12 months to June 2022 we have worked just under six million hours across our operations and have a 12 month rolling TRIFR of 2.14. Our key focus is on our lead indicator KPIs across our projects, and in particular our hazard identification has improved our safety outcomes. The safety and health of our people will always remain our primary focus, and is central in all decision making.

### CHALLENGES

The Philippines construction sector, like most markets, is seeing an inflationary environment with the continued escalation of material costs. The May 2022 election has also weighed on investment decisions, leading to delays to contract awards during the middle of 2022. We are also faced with challenges in retention of our people as the post pandemic global demand for Filipino resources grows with the reopening of international borders. We remain committed to focusing on providing our people with careers and investing in structured learning and development programs so our people continue to see their career at Prime BMD.

### FUTURE DIRECTION

In a disruptive market, self-reliance is very important. The investment in our people, technology, and equipment, coupled with our local ingenuity and willingness to self-perform, positions us well as we work towards continuing to strengthen our capabilities.

Our recent growth in the water sector, the acquisition of additional marine assets and acquisition of JJ Drilltek provides additional opportunities which we will continue to leverage.

Maintaining steady and planned geographical growth through trusted clients and partners and maintaining our strengths in the marine, dredging, water and infrastructure sectors is our focus into the next financial year.



# PROJECT SUMMARY

We completed 288 projects and were awarded 384 projects in our construction, urban development, and design and built form businesses.

Our experience extends across Australia and the Philippines in the following sectors:

- AVIATION
- RAIL
- PORT
- RESOURCES
- DEFENCE
- TRANSPORT
- WATER AND WASTEWATER
- LAND DEVELOPMENT
- COMMUNITY INFRASTRUCTURE
- BUILDING
- ENGINEERING DESIGN
- LANDSCAPE CONSTRUCTION.

INTERNATIONAL

 1450

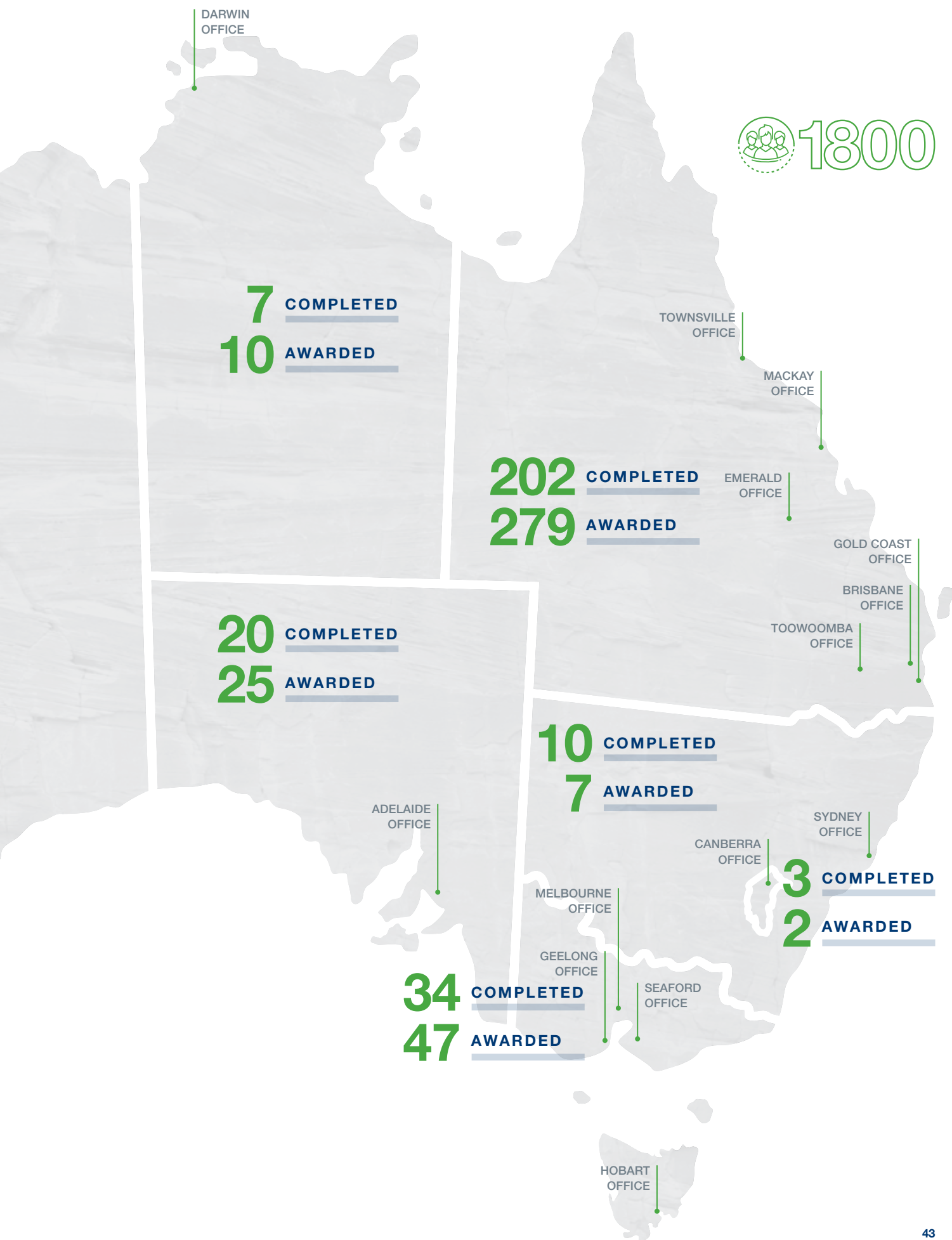
PHILIPPINES  
OFFICE

4 COMPLETED  
6 AWARDED

8 COMPLETED  
8 AWARDED

PERTH  
OFFICE







# DELIVERING CITY SHAPING INFRASTRUCTURE



## BRUCE HIGHWAY UPGRADE - HAUGHTON RIVER AND PINK LILY LAGOON UPGRADE, QLD

— Department of Transport and Main Roads  
— \$267 million

BMD's joint venture team, The Infrastructure Group (TIG), was awarded this large contract which involved the upgrade and construction of 13.5 kilometres of dual carriageway on the Bruce Highway at Giru, 40 minutes south of Townsville.

Works involved extensive road and bridgeworks as part of the State Government's Bruce Highway flood immunity and safety improvement program.

Located in an environmentally sensitive, hydrologically challenging and flood-prone area, a major challenge was the risk of flooding and resultant afflux to downstream communities both during and post construction.

Procured using a dual early contractor involvement model, TIG invested significant time on flood modelling, delivering an improved and lower cost solution which met flood and afflux standards, 20% below our client's reference design estimate.

Key innovations reduced the number of bridges from 16 to seven and included a Queensland first use of tubular steel pile foundations instead of cast insitu piles to minimise work over water.

The project has won industry awards recognising excellence innovation and engineering including the 2022 National Infrastructure Innovation Excellence Award and the QMCA 2022 Project of the Year Award.



## CIVIL AND INFRASTRUCTURE LANDSIDE WORKS - CORIO QUAY, VIC

— GeelongPort

Spirit of Tasmania has relocated to North Geelong, with BMD engaged to deliver the design and construction of all landside civil infrastructure for the new 12-hectare terminal precinct.

The scope included all utilities such as electrical reticulation, fire services, domestic water and sewer, four site buildings for amenities and security, significant drainage including treatment devices before discharge into Corio Bay, 30,000 tonnes of asphalt pavement for parking and access roads, site road furniture, and construction of two new access points off Corio Quay Road.

BMD successfully worked with all stakeholders and interfacing contractors to collaboratively deliver the project on time and on behalf of GeelongPort. The project had to contend with a number of challenges, including the emergence of COVID-19. We worked closely with GeelongPort to navigate this challenge and were able to deliver the project on time through careful planning, efficient design, and smart construction methodologies.

BMD's value-add to this project has been a collaborative approach in resolving change, and establishment of a productive working relationship with the adjoining two principal contractors, with overlaps in scope and access requirements.



## BALLARAT BUS INTERCHANGE UPGRADE, VIC

— VicTrack  
— \$14 million

BMD was engaged under a design and construct contract to deliver a new bus interchange as part of the Ballarat Station precinct. A key factor which contributed to BMD's award of the project was the alternative design proposed at tender phase.

The alternative design completely reconfigured the project's car park layout and challenged the shared path use strategy, eliminating the need for lengthy and complex retaining wall structures, including a section of the wall that would have spanned over a heritage protected drainage structure.

Ultimately, a cost saving of \$450,000 and a program saving of 20 days was achieved by replacing the complex structure with simple post and panel retaining walls.

BMD's collaborative and professional relationship with VicTrack, founded on open and honest communication, was a key component of the overall success and handover of the project on time and on budget.

We have a proud history of delivering transformative major infrastructure, vital to the needs of Australian cities and communities.



**MOUNT HOLLAND AERODROME, WA**  
— Covalent Lithium

Covalent Lithium's mine site in the Goldfields of Mount Holland is located 500 kilometres east of Perth. BMD was engaged to construct an aerodrome to provide fast and direct access for personnel travelling to and from the mine site direct from Perth.

BMD overcame challenges associated with the local Wheatbelt gravels by innovatively blending onsite pavement materials with cement for a compliant subbase and basecourse with the required strength for the pavement layers.

Extensive testing was carried out and trial mixes were developed in a geotechnical laboratory to establish the optimum percentage of cement to be added to the material to make it compliant. Once the optimum cement content was established, BMD conducted trial sections onsite to verify the working methods and the pavement properties for the placing of subbase and basecourse, and cement stabilising. The innovative blending of onsite materials with cement for the subbase and basecourse directly resulted in \$700,000 of cost savings and an additional 16 days of time savings was achieved through cement stabilising in one layer.

The aerodrome is a leading example of how early engagement, ingenuity of engineering solutions, appreciation of the design intent and a thorough understanding of the risks and challenges involved can deliver a quality aircraft pavement. At completion over 350,000m<sup>3</sup> of bulk earthworks and 80,000m<sup>2</sup> of bitumen sealed pavements was constructed.



**WEST CAMDEN WATER RECYCLING PLANT STAGE 3 AMPLIFICATION, NSW**  
— Sydney Water Corporation  
— Over \$100 million

BMD, as part of a joint venture, was engaged to complete the critical upgrade to increase capacity in line with population growth in the South West Sydney catchment area. The project involves end to end delivery of all works from design to construction, process proving, commissioning, operation and maintenance. The upgrade is set to double the plant's capacity, ensuring that population growth in the catchment is environmentally sustainable – both in volume and by producing high quality recycled water for agricultural and recreation use in the local area.

The design and construct contract has capability to challenge design through constructability and value engineering, with the team focused heavily on enhancing the reference design for innovation. The outcome of this process provided Sydney Water with a new full capacity single treatment process for the same price of upgrading the existing plant. This innovative treatment solution adopts a superior, 21st century Membrane Bioreactor technology to provide the full treatment required at a much reduced operating and capital cost versus reference design. It also reduced the number of process units, operational complexity and process risk and ultimately improves on the key objectives that Sydney Water require for the project.

The project team has been faced with significant challenges as a result of La Nina events and is on track to deliver the large multidisciplinary project next year.



**ROCKHAMPTON AIRPORT APRON AND TAXIWAY WORKS, QLD**  
— Alliance Airlines

BMD's work at Rockhampton Airport involved the civil works to deliver apron and taxiway scope including pavements for a three-bay aircraft maintenance facility suitable to house Code C aircraft.

Our project team brought a combination of local knowledge and national excellence in airside infrastructure, whilst harnessing the capabilities of local subcontractors and suppliers. With more than 74% of the contract spent locally and 88% of the project team made up of Rockhampton locals, BMD created regional opportunities through local labour, plant and materials. The locals engaged in our project were not only upskilled in the technical components, but also in our industry-leading approach to managing risks in terms of safety and the environment while working in a high-risk airside environment.

With our team's prior aviation sector experience, we used out-of-the-box thinking for early identification of challenges. By embracing proven construction methodologies, innovative engineering solutions and flexible programming, we overcame challenging flood-prone, low-lying ground conditions to deliver a successful outcome.



# DEVELOPING AUSTRALIA'S COMMUNITIES



## NORTH PINE SOLIDS AREA EXPANSION, QLD

— SEQ Water  
— \$4 million

As principal contractor, BMD completed the design and construct component of the North Pine Water Treatment Plant Solids Area Expansion. During the design phase, initial works included extensive geotechnical testing and surveying to assist with the development of the overall project design.

The construction element involved bulk earthworks, demolition of existing perimeter banks, construction of perimeter bunds, decommissioning of existing groundwater monitoring bores and installation of new ones, establishment of a drainage network and installation of a truck wash bay.

Several challenges were faced, including time constraints for the newly constructed storage area to be re-opened. The minimal exposure time permitted for the geotextile liner prior to covering and maintaining uninterrupted use of the Water Treatment Plant during construction.

BMD's optimisation of the earthworks design was key in maintaining the client's budget to reduce the need to import fill or remove any unsuitable fill from site. Our team devised an earthworks strategy prior to the design phase to ensure a cut/fill balance could be maintained and it was viable to complete any required earthworks to minimise the need to double handle material. The creation of this strategy resulted in the strength verification of existing site material, eliminating the need to import fill.

Ultimately, BMD's experience in the water and wastewater sector led to delivery of the project under budget within the specified timeframe, ready for immediate use.



## MANDALAY ESTATE, VIC

— Beveridge Property Developers  
— \$26 million

The Mandalay Estate project is a 2050 lot, masterplanned residential estate located 40 minutes north of Melbourne in the historic town of Beveridge. The staged development included an expansive network of open spaces that made up 40% of the overall development.

Victoria's greenfield market grew from strength to strength over the last 12 months and our work as part of the Mandalay project, positioned the development to meet the demands of buyers.

Despite the challenges of inclement weather and a shortfall of material and subcontractor resources, BMD collaborated and sought innovative ways to simultaneously develop six stages at any one time with a peak of 10 stages. This resulted in 207 lots titled, 103 lots due in the second quarter, and 142 lots currently under construction to reach titling in early 2023.

The ability to reach key project milestones and progress with such a large volume of work through an unusually wet period has been a major positive for our team delivering the Mandalay project.



## STIRK PARK POND AND DRAINAGE UPGRADE, WA

— City of Kalamunda  
— \$635,000

The Stirk Park Pond and Drainage Upgrade project involved an upgrade to increase the lake's size by almost three times its original, from 370 to 1380m<sup>3</sup>, while also improving the drainage and flow of the lake.

Works required pumping and draining of the pond to install a new base and liner, Ecosol storm pit and box culverts, extension of the existing lake, further improved downstream erosion controls through filling in scours and installation of rock weirs at regular intervals, as well as minor landscaping and rehabilitation works.

The project's technical complexities came in the latent conditions experienced. Our expertise in the water and wastewater sector allowed for collaboration with the client and innovative approaches to constructability, scope changes and redesigns.

We delivered the project under budget and two weeks ahead of schedule as a result of the combination of smart solutions and scope savings, together with high performance and exceptional staging.

The upgrade has increased amenity value to the park by providing considerable benefits to the community, with families expected to make full use of the park once additional upgrades to the Stirk Park masterplan is complete.

For more than four decades we have been delivering urban developments and infrastructure vital to keeping Australian communities connected.



#### **DRIVEIT NQ MOTORSPORT AND DRIVER EDUCATION FACILITY, QLD**

— Drivelt NQ  
— \$12 million

BMD was engaged to construct a world class racing track in the Drivelt NQ Motorsport and Driver Education Facility. Delivered over two stages, the project is set to provide the North Queensland region with a purpose-built facility that will provide a safe environment for an array of motor sports including an international-standard speedway and drag track, a national standard circuit, and an off-road area.

As part of the first stage of works, we delivered the LVMA pad and run-on road which is the largest of its kind in Australia at 220 metres long by 110 metres wide or 24,200m<sup>2</sup>. Following successful delivery of the first stage on time and under budget, we have maintained a relationship with Drivelt NQ to deliver the second stage which is for construction of the racetrack.

The outline of the track was graded and tested for thickness, with pavement thickness across the length of the track varying based on the varying soil types and a total of over 7000 tonnes of asphalt is set to be delivered across the 2.75 kilometre racetrack. As part of the track's delivery, our team constructed 6.3 kilometres of flush kerb using a specially made mould on a slipform machine specially sourced from Brisbane.

As a local Townsville contractor for almost 30 years, BMD is proud to be involved in the delivery of a Motorsport and Driver Education Facility that will provide strong economic, sporting and community outcomes for the region.



#### **GOODWOOD, SPRINGBANK AND DAWS ROADS INTERSECTION UPGRADE, SA**

— Department for Infrastructure and Transport  
— \$11.5 million

As principal contractor, BMD successfully delivered a realigned four-way intersection at Goodwood, Springbank and Daws Roads - one of southern Adelaide's major north-south arterial routes.

Exceptional project planning ensured advice was given at the 70% design stage which meant constructability issues were overcome prior to the start of works. With more than 60,000 vehicles a day travelling through the location on average, BMD's accelerated works program to deliver the traffic alignment five months earlier than scheduled was a welcomed success for the locals and commuters.

Working on one of Adelaide's busiest roads without impacting heavily on traffic flows or intersection capacity required careful and innovative construction staging. Our staging was the key to ensuring disruptions were kept to a minimum while providing a safe environment for workers and maintaining safety for motorists and pedestrians.

Deep lift road pavements were delivered within several high-intensity weekend and school holiday period shut-downs, which reduced the program significantly and enabled our team to minimise impacts to all road users. As part of the staging, we undertook a large volume of nightwork, while continuing to manage the surrounding communities' expectations and requirements.



#### **WHITLAM ESTATE STAGE 1A, ACT**

— Suburban Land Agency  
— \$29.9 million

Engaged as principal contractor, BMD delivered stage 1A of the Whitlam Estate. The project involved delivering the civil works for the first stage of the greenfield urban estate which is designed to balance social, economic and environmental benefits through affordable housing and environmental sustainability.

The project's footprint was previously grazing/farmland, and is the first residential estate to be delivered at Molonglo 3, located on the northern side of the Molonglo River, and bounded by arterial roads on two sides.

The project required construction of a 243 single residential and two multi-unit block subdivisions which included BBQ, tennis court and lake facilities. BMD's remit included all associated earthworks, underground services, road pavements, footpaths, stormwater basin and hard and soft landscape works.

Working collaboratively with our client, we developed a sub-staging plan and reconfigured the construction program to allow display homes to commence earlier and advanced works on the open space and playground areas to enable opening in conjunction with the display village.

Despite the unprecedented bushfires, hazardous air quality, severe hailstorms and heavy rain experienced throughout the summer, BMD delivered the project on time and ahead of schedule, with additional successes in the awarding of a landscape and play equipment package in the estate.





Kalynda Chase, Queensland



# INTEGRATED MASTERPLANNING IN ACTION

Solving challenges through engineering and experience  
to connect and sustain communities.



Responding to complex  
technical challenges

## ZUCCOLI PHASE 3, NT

The Northern Territory Government's push to fast-track land development in greater Darwin began circa 2010. This led to Land Development Corporation engaging the BMD Group to develop the first of its major landholdings south of Darwin in Zuccoli Stage 1.

Now mid-way through its third and final phase, Empower's scope extends to masterplanning, feasibility, due diligence, development application, detailed design and construction management. During masterplanning, we worked closely with the developer to ensure a collaborative design process, and early engagement with authorities to deliver optimised infrastructure throughout key stages of the development. Lot layouts were developed to ensure efficient civil designs whilst meeting property requirements in terms of yield, diversity and lot mix.

We employ a staged approach to our investigations, including high end scoping of infrastructure and cost-opinions based on current activity within the local market, together with the quick development of 3D models.

Through innovative responses to project challenges, we delivered significant civil infrastructure, open space and stormwater quality improvements. Examples include overcoming the impact of soft and unsuitable soils, which dictated the open public space requirements at Zuccoli and responding to evolving regulatory environments through development of various stormwater quality and flood management strategies.



Showcasing BMD's vertically  
integrated contract model

## BLUEWATTLE ESTATE, QLD

Delivering affordable housing in a growth corridor of Townsville, approximately 780 allotments are to be delivered across six precincts. As part of the feasibility study, Empower developed efficient layouts which met yield requirements, as well as preliminary layout and earthworks modelling, stormwater design, water and sewer design that fed into financial models.

Located in a floodplain and with flat topography to work with, considerable planning and modelling has been undertaken to create a development canvas. These engineering flood modelling processes have been running in parallel with urban design processes that consider existing community elements and engineering infrastructure.

We continue to progress detailed design components of the project including undertaking civil earthworks, roadworks, stormwater, water and sewer designs, and coordinating with stakeholders to refine key engineering components.

As works continue, key outcomes we have delivered in the detailed design and masterplanning to date, include: whole of project earthworks planning to provide a balance and value add to our client, refinement of the servicing strategy to confirm servicing of the development, and coordination with our consultant team to ensure overland flow, stormwater pollutants and pipe flow are managed without causing detrimental impacts to existing or future developments.



Delivering within an  
evolving market

## THE HEIGHTS DURACK, NT

With a shortage in land development in the greater Darwin region, The Heights development project is set to provide approximately 400 new residential allotments in the City of Palmerston.

During the due diligence phase, Empower assisted Urbex in developing alternative lot layouts to be assessed within the feasibility model. Refined lot layouts provided town planning outcomes which better suited the needs of the development in terms of lot mix, lot yield and general presentation of the development. Following the completion of the due diligence phase, Empower offered refinements to masterplanning components for trunk civil infrastructure including modelling for water network, sewer network, stormwater quality, detention and overland flow.

A particularly challenging component has been in the stormwater modelling due to the significant catchment flowing through the site. Stormwater modelling has ensured our prepared masterplan provides allotments free from Q100 inundation, no nuisance flows to adversely impact existing downstream properties and efficient integration of stormwater management assets into public open space.

Through the masterplanning and refinement process, Empower has positioned the developer to be able to deliver the remainder of the project with clarity, with the effective and efficient civil design optimising construction costs whilst retaining the intended vision.





# THE BMD WAY

Broadwater Parkland Play Attraction, Queensland



# CREATING VIBRANT COMMUNITY SPACES



Bringing the community together through the creation of unique landscapes is at the heart of what we do.



## BROADWATER PARKLAND PLAY ATTRACTION, QLD

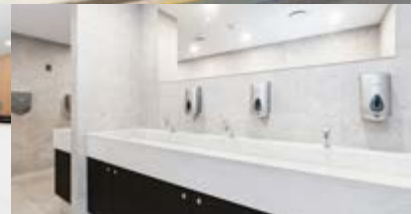
— Gold Coast City Council  
— \$4.8 million

Gold Coast's newest hot spot for families thanks to our landscape construction and building division, JMac Constructions. Located on the northern end of the Broadwater, the brand new play attraction caters for families and children of all ages and abilities, featuring a four-level spiral tower with interactive play equipment, as well as a water and sand play area.

With a focus on the quality of the play features, our team completed inspections at an offsite fabrication facility, and reviewed design models for the custom play tower to allow for lift plans and conflicts to be completed before the structure arrived onsite. We established an extensive review process with all subcontractors to achieve a superior finished product for the community.

Forward planning on constructability allowed our team to minimise lead times through the placement of forward orders. The construction method was adjusted to ensure the dunes were established early to protect the site from run off into the Broadwater during the construction program and early installation of drainage allowed us to continue works during extremely wet weather.

Bringing the community together through the creation of unique landscapes is at the heart of what we do and JMac has the ability to successfully construct and create these spaces of all shapes and forms. Committed to whole-of-life value, we delivered 5000m<sup>2</sup> of invaluable fun and play.



## BMD NORTHCLIFFE SURF LIFE SAVING CLUB EXTENSION, QLD

— BMD Northcliffe Surf Life Saving Club  
— \$2.3 million

After successfully completing two stages of the extension and renovation works at the BMD Northcliffe Surf Life Saving Club on the Gold Coast, JMac was engaged to deliver the final stage. Working closely with the building committee, lead architects and consultants, we developed a master plan and all construction details for the renovation works. This final stage involved a more welcoming new entrance, foyer, staircase and lift, and a more modern street side facade of the building.

The project featured architecturally designed hand pitched trusses, roofing made with high class laminated hardwood and vertical timber features to blend with the existing building creating an inviting high ceiling and open air feel to take in the beachfront view.

Located in a high-traffic, coastal location, space efficiency and minimising our footprint during construction works was key. Our team constructed the trusses in an offsite facility to avoid long lead times, and staged works day and night to maximise work hours and minimise impact on the club. During the first portion of the works, we had to close the main entrance including stairs, lift and access. We installed a temporary lift and access ramp to allow the club to keep all areas of the bar, restaurant, TAB and gaming operational throughout the project.

As a result of a relationship orientated approach with the client and architect, all key milestones were achieved despite multiple design changes and scope increases. We worked closely with the client to identify and implement cost saving initiatives which allowed for reinvestment of costs into other aspects of the project.







# EXPORTING OUR UNIQUE OFFERING OFFSHORE



Since 2017, BMD's expansion took us offshore into the Philippines, establishing a business jointly owned with our long-term client and local partner as Prime BMD.



## **WAWA BULK WATER SUPPLY - TAYABASAN WEIR 2 PROJECT, PHILIPPINES**

- **WaWa JVCo Inc.**
- **PHP 1.2 billion**

Prime BMD successfully delivered the Tayabasan Weir 2 project, the first phase of the WaWa Bulk Water Supply Project, an ongoing flagship project of the government which aims to improve water supply and delivery to Metro Manila and province of Rizal.

The project involved the design and construction of a dam creating a reservoir and a water transfer that will be used to deliver 80 million litres per day (MLD) of water to the Calawis Treatment Plant being constructed by the Manila Water Company, Inc. (MWC).

Our scope of work included the design and construction of a concrete dam with a 167 metre surface level, installation of a pumping station with an 80 MLD capacity, various works including pressure

grouting and cofferdams, design, procurement, and installation of hydromechanical equipment, installation of a 650-metre-long conveyance pipeline and a temporary access road running parallel to it, construction of pavement layers, final concrete surfacing, pipe culvert crossing and drainages, and an access road to Upper WaWa Main Dam.

The flagship project involved the construction of two water supply infrastructures—the Tayabasan Weir 2 which will provide 80 MLD in the first phase, and the Upper WaWa Dam which will deliver the full 518 MLD in its second phase by 2025.

The successful completion of the WaWa Bulk Water Supply – Tayabasan Weir 2 project builds on Prime BMD's reputation for providing best-for-project outcomes and delivering critical infrastructure that improves the quality of life and supports the development and welfare of our host communities.



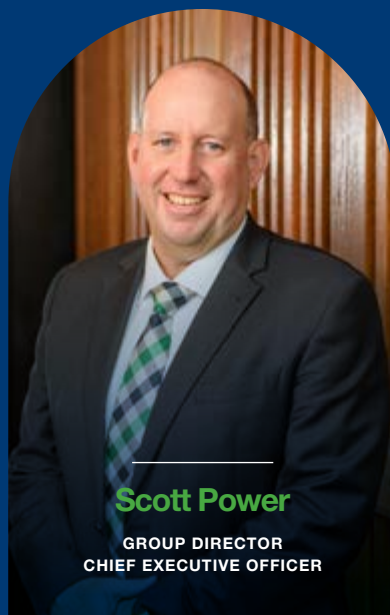


# OUR LEADERS



**Mick Power AM**

GROUP BOARD  
CHAIRMAN



**Scott Power**

GROUP DIRECTOR  
CHIEF EXECUTIVE OFFICER

## BOARD OF DIRECTORS

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GROUP EXECUTIVE DIRECTOR  
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**Dare Power**

GROUP EXECUTIVE DIRECTOR  
PEOPLE AND PROCESS





## OPERATIONAL MANAGEMENT

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**Jeff Gallus**

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BMD CONSTRUCTIONS



**David Moody**

EXECUTIVE GENERAL  
MANAGER –  
BMD URBAN



**Matthew Beggs**

GENERAL MANAGER –  
EMPOWER ENGINEERS &  
PROJECT MANAGERS



**Jason Lindsay**

GENERAL MANAGER –  
JMAC CONSTRUCTIONS



**Peter Sherrie**

GENERAL MANAGER –  
URBEX

## CORPORATE MANAGEMENT

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**Colin Mitchell**

GENERAL MANAGER –  
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**Craig Smith**

CHIEF RISK OFFICER



**Patrick Pearl**

GENERAL MANAGER –  
SYSTEMS



**Steve Thomas**

GENERAL MANAGER –  
HUMAN RESOURCES AND  
INDUSTRIAL RELATIONS



**Christopher Tuttiatt**

GENERAL COUNSEL



**Simone Gooding**

GENERAL MANAGER –  
FINANCE AND AUDIT



**Tony Hennessy**

GENERAL MANAGER –  
CORPORATE SERVICES

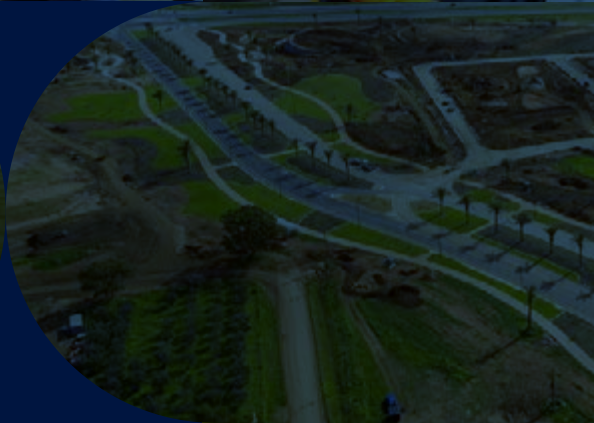




A photograph of a large-scale construction project, likely a bridge or highway interchange, during the "blue hour" of twilight. Two massive lattice-boom cranes are the central focus, their long jibs extending high into the sky. The crane on the left is green and red, while the one on the right is yellow. In the background, the skeletal framework of a concrete structure is visible, with other smaller cranes and construction equipment scattered across the site. The foreground is a dark, smooth asphalt road that leads the eye into the scene. A large, white, semi-transparent circular graphic is overlaid on the lower right portion of the image, serving as a container for the text.

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CONTRACTOR**





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