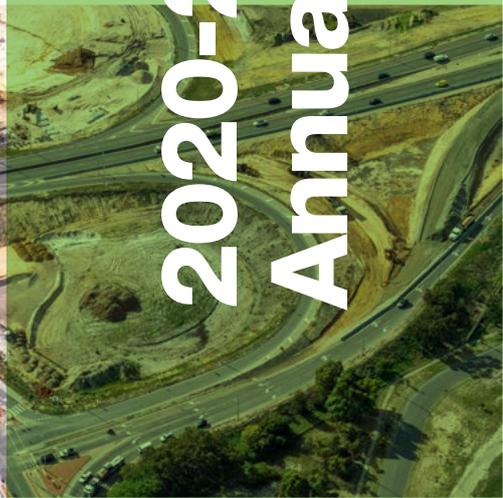




**BMD**

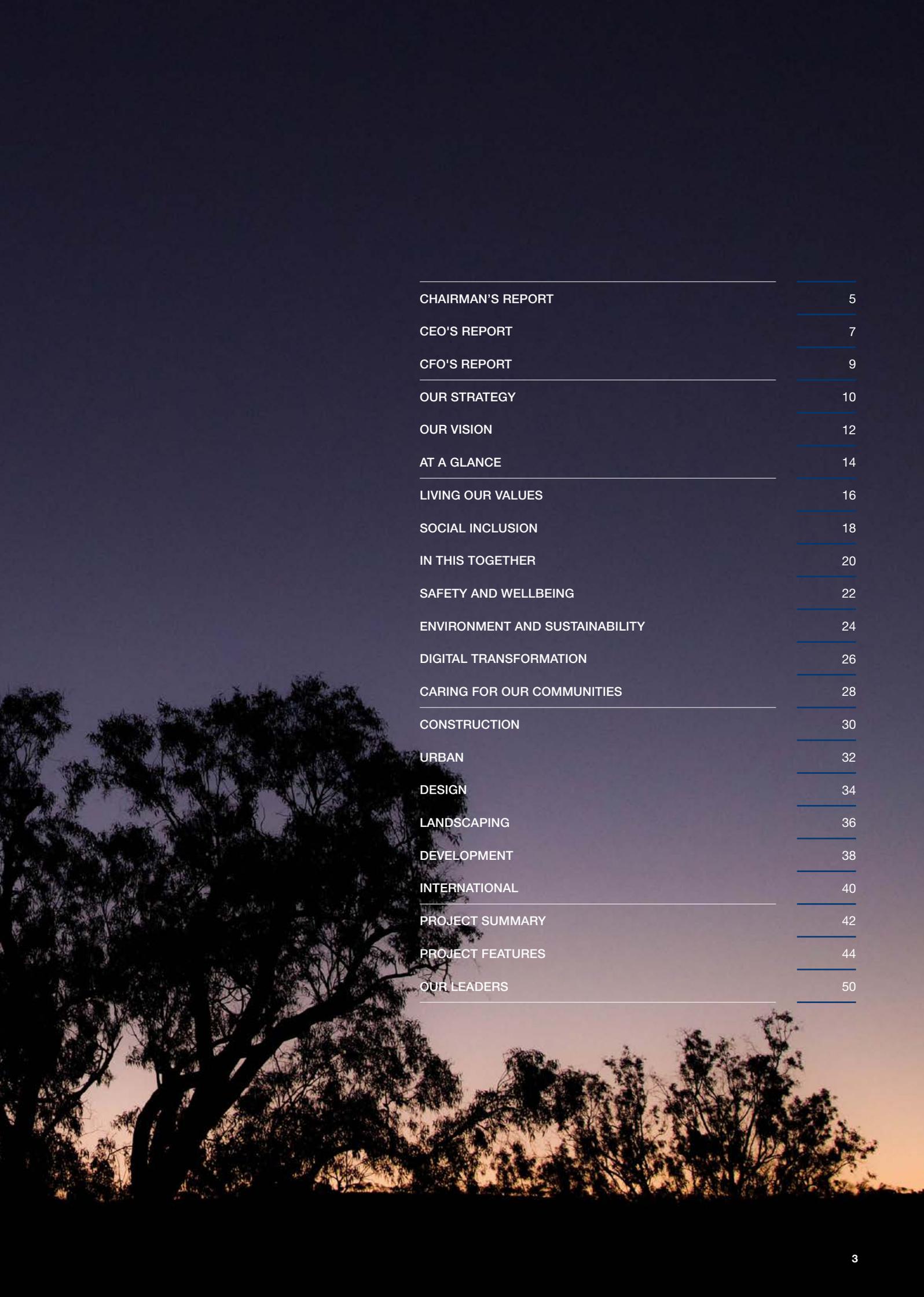


**2020-2021  
Annual Review**

# 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

**As Group Board Chairman, I would like to express my gratitude to the entire BMD family for adapting to our 'new normal', allowing us to continue to operate and deliver important projects necessary to keep our economy going and communities moving. From the very beginning, our business has been centred around our people being integral to our success, and certainly in recent times it is our people, our culture and our way of doing things differently which has allowed us to continue doing what we do best.**

We have a 42 year history which I am extremely proud of, and while we were fortunate to face a year of continued growth, it did not come without its challenges which included staffing our sites, managing FIFO projects with families across borders, and ensuring an adequate supply of materials and equipment. Our people came together and persevered to navigate this entirely foreign operating environment, and for that I am extremely thankful.

## BOARD CHANGES

Not only were we faced with the challenges brought by COVID-19, but this year we had some big shifts and a changing of the guard in our leadership team. It was time for me to step aside from my role as Managing Director, with my son, Scott becoming Chief Executive Officer and my eldest son, Dare joining us on the board. Additional changes included the retirement of Administration Director Andy Marcos, with 36 years' service to the company. Andy is a dear friend of mine and his contribution and loyalty to our business is immeasurable.

I'd like to thank Scott and our entire Board for continuing to navigate the challenges brought by COVID-19, where our approach has remained focussed on keeping our people employed and having measures in place to support the mental health and wellbeing of our team and their families.

## GIVING BACK

As an essential service, BMD was able to keep our people and projects moving throughout the pandemic and as a result, I am particularly proud of being able to provide over \$1 million in support to community partnerships and organisations in the vicinity of our operational projects, and provide more than \$160,000 in funding to 36 grassroots and not-for-profit organisations as part of our COVID-19 Recovery Community Assistance Program.

With almost 250 applications received across the country, BMD was able to play a small part in supporting our communities to work through these unprecedented times together. Organisations used the grants to purchase much needed equipment: The Humour Foundation were able to launch a virtual program titled Clown Doctors on Call to help reframe experiences of loneliness, boredom or sickness for vulnerable children; Mudyala Aboriginal Corporation aims to build a new initiative to look after the mental and physical wellbeing of young Indigenous people in the Clarence and Richmond Valley community; and Variety, the Children's Charity NT launched Freedom Camp, which provides adventure for teenagers with a mild to moderate disability.

## OUTLOOK

Today, our business is much broader than our traditional capabilities of subdivisional construction and transport infrastructure, with BMD heavily involved in the delivery of complex civil infrastructure across a variety of sectors including ports, airports, oil and gas, and resources. Ensuring our project portfolio remains sufficiently varied across our operational markets is a priority and our strategy remains a key point of difference for the business, providing acknowledgement of our broad capability, as well as the opportunity to expose our people to a greater breadth of experience in this industry.

There is tremendous opportunity for Scott and our board to build on our strong foundations to have a key role in leading the economic recovery through opportunities for our people, and the creation of new jobs and opportunities for those wanting to be part of our booming industry.

We have a bright future ahead and with the construction sector to help Australia through the recession we are faced with, we remain focussed on ensuring our great history is reflected in the new people joining our family. I remain positive that the long-term people we have had in our business for over 20 years will continue to embed the culture that sets BMD apart from our competitors. Our future will remain underpinned by the continued perseverance of our people, and our ability to deliver world class infrastructure through our self-performance capability and the engagement of locally based subcontractors and suppliers on our projects.

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**MICK POWER AM**  
Group Board Chairman



**2020 will long be recognised as a historic year, with COVID-19 having a profound impact on people, communities and businesses, not only now but for years to come. The unwavering support and commitment of our people at BMD, to each other, to our clients and to our business, are entirely what has pulled us through this once in a century pandemic and its effects. Our people have adapted, remained resilient, and focussed to approach the challenges thrown our way through this entirely unique operating environment.**

### **CHALLENGES**

We have been championing flexibility in the workplace, albeit in the office or project based, for some time now. The setup of our work environments, the way in which we already use tablets or laptops, and our VPN allowed us to quickly adapt, with office based employees and more than 50% of our people on projects working from home as a result of the restrictions onset by COVID-19.

While the pandemic has certainly accelerated our move towards flexible working, it would not have been possible without the determination of our people. Over the past 12 months, we have navigated the COVID-19 setbacks from closure of borders or periods of lockdown, to implementation of QR codes and cleaning and hygiene practices. Together, our people have proved we are up for the challenges thrown our way. They adapted quickly to a new way of working, including making sacrifices to work for longer FIFO/DIDO rosters meaning time away from families, to ensure we minimised disruption and maintained progress on our projects.

# CEO'S REPORT

## HEALTH AND SAFETY

With the set in of the 'new normal', an extraordinary effort was made to keep our people safe and support the continuance of our operations. We increased our focus on the mental health of our people and their families through resilience tests and support for those experiencing hardship as a result of the pandemic. We will continue to view mental health as an ethical responsibility which forms part of our commitment to our people and based on our family values.

While our people have done a fantastic job of navigating COVID-19, we now see a need to roll out safety improvement initiatives in an effort to drive sustained improvement in our safety performance, which has fallen below business expectations. With a high volume of work in hand and the accompanying large number of work hours being delivered, our teams are exposed to a significant number of risks. At BMD, we believe we all have a role to play in safety and we are working closely with our leadership teams to focus on compliance with work method statements and procedures, and the implementation of controls necessary to keep ourselves and our work mates safe.

## FINANCIAL PERFORMANCE

Despite the challenges, I'm proud to report our teams continued to deliver exceptional projects over the year. BMD was awarded 237 projects, with 188 projects successfully reaching completion across our operations in Australia and the Philippines. This financial year represents one of the better performing years BMD has seen for some time with a record turnover of \$1.55 billion.

## STRATEGY

BMD launched a three-year strategy to continue the BMD way of doing things differently and embedding our values into everything that we do. We continued striving towards improvements in the key areas of people, process and performance, with the outcomes of these efforts seen in our renewed focus on learning and development, enhanced communication, and our investment in business process improvements through the use of QR codes, Docketbook, and artificial intelligence. All of these things, when coupled with the support and commitment of our people, have contributed to the improved financial results we have achieved.

Our leaders continue to implement our strategy to create a stronger business, and I was particularly pleased to have my brother, Dare Power join our Board of Directors, to welcome back Jeff Gallus to Australia from our Philippines business as Executive General Manager of our national infrastructure business, and also welcome Peter Anusas back from a stint in the United Kingdom to lead our infrastructure business in Victoria, South Australia and Tasmania.

I will continue to represent BMD and Australian contractors in the number of discussions happening across the industry around reform at present and particularly about the need for cultural change. With an accelerated infrastructure pipeline being a key pillar of the post-COVID economic recovery, there is increasing significance attached to the outcomes we deliver. Ensuring a more cooperative and collaborative framework exists for the delivery of projects is one key element, as is the need to ensure that our industry is inclusive and delivers diverse outcomes. Industry sustainability and the need to ensure all tiers of the sector remain equally represented and supported through this significant investment phase remains a focus for our business and is firmly on the reform agenda.

## OUTLOOK

We are planning for a period of sustained growth and opportunity, with the tireless work put in by our bid teams resulting in more than \$1.2 billion of current work in hand, and importantly investment by the Australian Government looks promising for a strong pipeline of opportunity ahead. Opportunities extend across all regions in various sectors including resources and renewable energy, work for road authorities and within the transport infrastructure space in airports and ports, as well as work in the defence, water and wastewater sectors. The same extends to our urban development capabilities with the market remaining buoyant, and we expect continued high levels of activity for our business units that deliver this capability.

Consistent performance through a one team approach and by harnessing the capability of our exceptional employees will ensure we continue to deliver vital infrastructure for our clients. There will undoubtedly continue to be setbacks, but what we have shown is an ability to respond to those challenges and continue to deliver critical outcomes for our people, business and communities.

As we embark on a new year, we reset our targets and goals and look to better outcomes and future success. With our people the heart of our business, I am proud of how we have come together with our industry colleagues, clients and suppliers to create jobs and opportunities. I am looking forward to our continued growth, and instilling our unique culture in the many new people we continue to onboard and share our success with moving forward.

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**SCOTT POWER**  
Group Director  
Chief Executive Officer



# CFO'S REPORT

**While we had all hoped to leave COVID-19 in 2020, the past year has continued to be an extremely challenging time for the Australian economy. With construction largely remaining an essential service throughout these unprecedented times, BMD is proud to have kept our people employed and the economy moving.**

## FINANCIAL PERFORMANCE

Our financial position was bolstered by strong performances from each business unit delivering to expectations. Solid outcomes were delivered by our Australian infrastructure business, particularly in Queensland and Victoria. The financial outcomes achieved by our South Australian and Northern Queensland urban and construction divisions were exceptionally pleasing, particularly given the ongoing COVID-19 challenges.

Our Philippines construction operation, Prime BMD also contributed to the strong result delivered, as did our property development arm, Urbex who capitalised on better-than-expected sales due to a strong demand for land. Robust cashflow generation and management was a priority for all business units, with increased liquidity achieved.

## ACHIEVEMENTS

The Group focussed on ensuring our project management outcomes aligned with tender submissions. This approach delivered dividends through the strong financial performance achieved across the majority of our major infrastructure and urban development project portfolio.

Adoption of new technology was also a key priority, with our investment in artificial intelligence technology yielding exceptional results through improved commercial outcomes. Automation of business intelligence reporting has also streamlined financial assessments of our business performance.

A focus on developing our people was again demonstrated during the year and we continued to provide a range of upskilling and training opportunities to

our corporate services teams. Our first cohort of emerging leaders completed a 12 month training program providing the skills required to move into future management positions. Regulatory and contract management training was also a priority for our project based people to refine their skills.

In a departure from our core business, we acquired corporate travel organisation, Complete Business Travel. As a long-term client of the business, we recognised the opportunity to bring the established brand into the BMD Group's suite of businesses and look forward to working closely with the team as they continue to deliver exceptional travel outcomes for both BMD, and their other existing and new clients.

Ongoing support from our financiers and surety providers is recognised and welcomed, and over the year we secured a renewed funding agreement with the Commonwealth Bank of Australia and the Bank of Queensland (BoQ). Funding was also secured from St George Bank and Suncorp who continued to partner with our Urbex business as we build momentum in the property development sector.

## CHALLENGES

While we faced some new challenges, they were consistent with the wider construction industry including an increasing cost of labour and wages due to a high demand for engineers and experienced operators. Maintaining the certainty of our supply chain and accurately forecasting the cost of materials and labour has been imperative, particularly given the ongoing requirement to manage sudden border closures resulting in challenges around the relocation of our people to interstate projects when needed. Inconsistency in

payment term legislation across federal and state governments, coupled with the introduction of project bank accounts and varied government-imposed requirements has added significant complexity and cost when it comes to payment of creditors. We have onboarded new people to the BMD family to manage the extra costs and obligations associated with these regulatory changes.

## OUTLOOK

Collaboration across the operational and corporate service teams remains a key strategy moving forward and will be imperative in ensuring we deliver on our strategic objectives. We will continue to optimise the capital structure of the Group to ensure BMD maintains the strategic and sustainable growth we have achieved over the past decade in particular.

In recognition of the increasingly important role advancing technology plays in the construction industry, we continue to focus on data driven decision making and the implementation of new systems as part of our DigiLead program.

Looking ahead, our forward order book is strong with over \$1.2 billion of work in hand and we will capitalise on the positive market outlook predicted within the construction and property development sectors. As we welcome newcomers to the business, we will focus on driving cultural change so we can continue to deliver exceptional outcomes as part of the BMD way of doing things differently.

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**CRAIG MORTENSEN**  
Group Executive Director  
Chief Financial Officer

# OUR STRATEGY

GUIDES WHAT WE DO

## PILLARS OF PEOPLE, PROCESS AND PERFORMANCE

**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, 42-year track record and self-performing capability.**

As we continue to grow to deliver the construction pipeline ahead, our strategic approach is vital to our continued success. Our business strategy ensures we continue to achieve our purpose of sustaining a profitable business by supporting our people to deliver exceptional performance for our clients. The strategic anchors of people, process and performance guides what we do, with our focus areas being training and education, balance and belonging, commercial, future-proofing and digital transformation, and health, safety, environment and quality.

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.





# DETERMINED

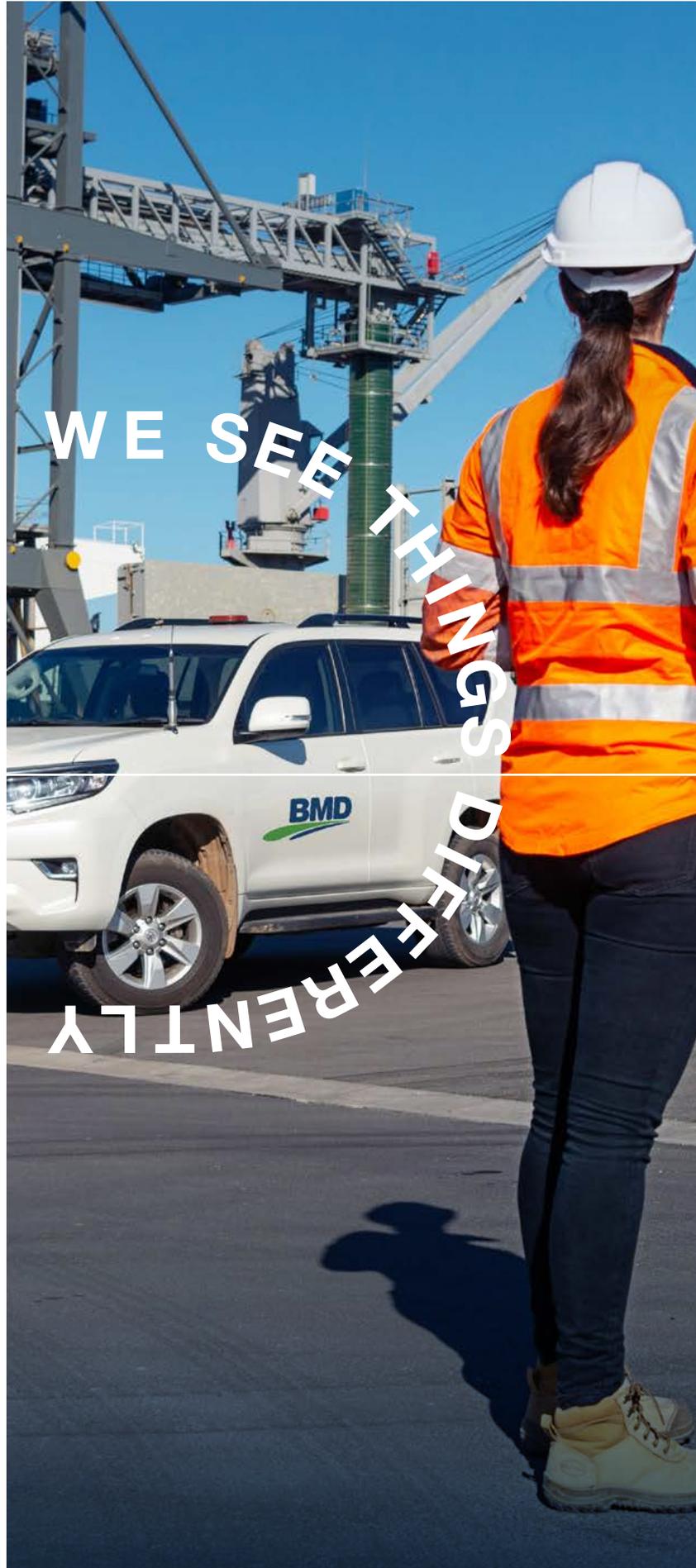
# OUR VISION

## 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 have grown from a small family owned company to become the leading Australian owned engineering, design, construction and land development contractor.

Our national platform, combined with high performing people and local expertise, enables us to deliver value in all that we do. Despite our growth, our unique Australian owned and family heritage has remained, and our business will always truly be about our people.





# 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

6%

GROWTH IN EMPLOYEES

EMPLOYED 96 LABOURERS TO BOLSTER OUR SELF-PERFORMING CAPABILITY

SINCE INTRODUCTION OF OUR PAID PARENTAL LEAVE IN 2018, 93% OF WOMEN HAVE RETURNED TO BMD



80 promotions including almost 24% women



NUMBER OF SUPPLY NATION BUSINESSES ENGAGED SINCE 2017:

154



More than \$1 million

INVESTED INTO THE COMMUNITIES IN WHICH WE OPERATE THROUGH CORPORATE PARTNERSHIPS



\$160,000

in funding awarded to 36 grassroots and not-for-profit organisations across Australia through the BMD COVID-19 Recovery Community Assistance Program

39 graduates joined our family, with

23%

BEING WOMEN

**PROCESS**

Group revenue  
 2018-19 - \$1.36B  
 2019-20 - \$1.51B  
 2020-21 - \$1.55B



**237** PROJECTS AWARDED

**188** PROJECTS REACHED PRACTICAL COMPLETION

\*INCLUDING INTERNATIONAL REVENUE\*

Revenue by business unit

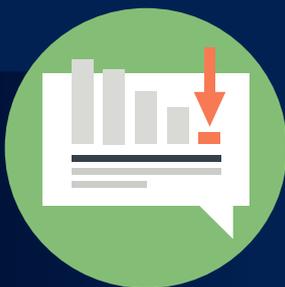
- BMD CONSTRUCTIONS – 55.1%**
- BMD URBAN – 28%**
- EMPOWER ENGINEERS & PROJECT MANAGERS – 0.3%**
- JMAC CONSTRUCTIONS – 2.9%**
- URBEX – 7.9%**
- INTERNATIONAL - 5.8%**



**#30** infrastructure contractor for Australian Department of Defence (up from #42)  
 R A N K E D



**PERFORMANCE**



Decreased our class 2 environmental incident frequency rate by **40% to 0.9**

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

**OVER 3900** AUSTRALIAN SUPPLIERS WORKED WITH

**ZERO CLASS 1 ENVIRONMENTAL INCIDENTS**

**23%** reduction in our total recordable injury frequency rate to 4.8



**57** SUBMITTED INDIVIDUAL, COMPANY AND PROJECT INDUSTRY AWARDS. 45% OF AWARDS WON OR RECEIVED A HIGH COMMENDATION

# LIVING OUR VALUES

## OUR BUSINESS IS OUR PEOPLE



**Despite our growth over the past 42 years, BMD's unique Australian owned and family heritage has remained, and our business will always truly be about our people.**

We are extremely proud of the people we have in our business, with the comradery between teams defining our unique culture and setting us apart. The dedicated, hard-working people we have as part of the BMD family who uphold our values, have allowed us to navigate all that has been thrown our way. We celebrated the exceptional commitment of our employees through a live stream Dare Awards event with some sites and offices joining the event together, and those in lockdown watching from their homes. Our people submitted over 1000 nominations for their peers, with 15 state and national winners announced across the award categories of family, empowering, determined, collaborative and striving to do better. Further cementing what we already know in having exceptional people in our business, our people were also recognised for high performance through various individual awards over the year by industry associations - with many of these events also held online.

To provide clarity to our people on how we will continue to deliver success, we launched a business strategy centred on the strategic anchors of people, process and performance with an ultimate purpose to sustain a profitable business by supporting our staff to deliver exceptional performance for our stakeholders. The document outlines specific objectives to be achieved by June 2023 across training and education, balance and belonging, commercial, future-proofing and digital transformation, and health, safety, environment and quality.

To ensure we are providing our people with the support they need, we conducted a baseline survey to understand opinions, knowledge and awareness of our internal communication approach. This allowed us to develop communication improvements that will provide our people with the information they need to effectively and efficiently undertake their roles.

With a clear business strategy and a strong pipeline of projects underway, we invested in upskilling and developing our people. We propelled the careers of our people through the internal promotion of 80 employees (24% to women). We launched a training program titled Formwork, continued to progress the careers of our future leaders through Fortitude, had 39 graduates join our 2021 Foundations program (23% being women), kicked off training for 84 trainees, and 18 people completed their chartered status of engineering.



The BMD family has continued to grow as we take on new and challenging projects, with a 6% growth in employee numbers. We continue to bolster our self-performing capability, hiring 96 labourers and workforce to prepare for the peak of work ahead. Despite our growth, we remain focussed on hiring people who align with our culture and values to ensure we retain the BMD way we are well renowned for. Key to upholding our unique philosophy of collaborative contracting and 'doing things differently' is our long serving employees in the 20 Year Club. This exclusive group continues to grow with 11 new members inducted, bringing the total number of people who have built long and fulfilling careers with our business to 103.

With construction identified as Australia's most male dominated industry, we recognise the necessity for businesses like ours to actively work towards increasing female representation by attracting and retaining women. Our female employee representation continues to sit above industry standard, now at 17.1%.

We established a Women@BMD working group who meet monthly to make progressive actions in creating a positive culture for women. The committee hosted its first event online, featuring an insightful and motivational speech by one of Australia's most successful athletes, Laura Geitz who shared her personal experiences of growth, development, adversity, success and achievement.

To make real and meaningful changes, this group continues to look into the barriers that exist and invest in the improvements needed to attract and retain high performing women, particularly in senior roles. Some key changes we have seen have been following the uptake in our paid parental leave and ensuring we provide flexibility and support for new parents in their return to work.

We continue to challenge our leaders in facilitating a flexible and inclusive workplace to ensure BMD is an employer of choice and a great place to work.

INCREASED PERCENTAGE OF FEMALE GRADUATES SINCE 2020 COHORT BY ALMOST

9%



80

EMPLOYEE PROMOTIONS

17.1%

OF OUR EMPLOYEES ARE WOMEN



6%

GROWTH IN EMPLOYEES

SINCE INTRODUCTION OF OUR PAID PARENTAL LEAVE IN 2018, 93% OF WOMEN HAVE RETURNED TO BMD. 90% OF WHICH RETURNED ON A FLEXIBLE WORK ARRANGEMENT TO SUPPORT THEIR WORK AND FAMILY NEEDS.



39

GRADUATES UNDERTAKING OUR FOUNDATIONS PROGRAM

103

PEOPLE IN OUR 20 YEAR CLUB



84

PEOPLE SIGNED UP TO TRAINEESHIPS



# SOCIAL INCLUSION

## TRANSFORMING LIVES THROUGH JOBS AND TRAINING

While the delivery of infrastructure is our core business, we recognise that we are strengthened by diversity and embrace differences as an equal opportunity employer, providing a flexible and inclusive workplace that empowers our people and supports individual needs. We work hard to create opportunities for local, social and Aboriginal and Torres Strait Islander businesses, engaging with over 3900 suppliers this year, which unlocked the greatest social and economic benefits for the communities where we work.

With Australia's infrastructure industry booming, there has never been a better opportunity to attract new people to build a meaningful and successful career, and we work closely with our clients and partners to create opportunities that deliver genuine benefits for individuals through job opportunities on our projects, and for communities through measured and responsive procurement practices. We recognise our important role in building the capability of local businesses, providing employment for disadvantaged individuals, and upskilling workers that are both new and established within the industry.



### INITIATIVES



Our project team working on the RAAF Base in Tindal achieved 22.78% of project hours completed by local Aboriginal and Torres Strait Islander workers. We delivered numerous community initiatives including building a brand new sandpit for the Jilkminggan community, and engaging in an interactive bridge building workshop to increase STEM knowledge for Stars Foundation students at Katherine High School.



Partnered with JobCo Reconnect program on the Fitzsimons Lane Upgrade in Victoria which will assist in placing disadvantaged Victorians into businesses within our supply chain through casual distribution work (letter box drops) and Certified Traffic Controller opportunities.

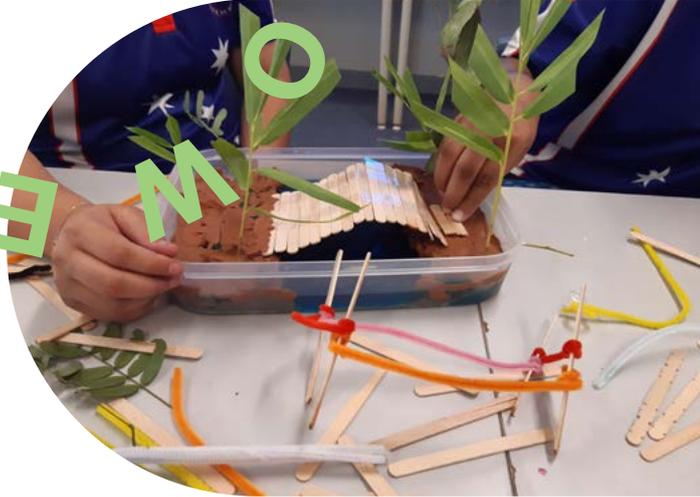


Partnered with social enterprise developing a 100% recyclable traffic bollard for industry ready market release in 2022. OCC Connections provide recycling cages free of charge to our sites in Victoria, and we donate our damaged traffic bollards as part of our Traffic Management subcontract requirements.



Received a Pride in Diversity and Social Inclusion Award from Civil Contractors Federation South Australian and a Women in Civil Award in the Australian Capital Territory.

# BRINGING MEMO



Engaged 100% Aboriginal owned business, KSJ Consultancy Services to assist us in delivering successful outcomes in the Aboriginal and Torres Strait Islander engagement space. KSJ Consultancy Services will support BMD's efforts to undertake Welcome to Country and Smoking Ceremonies prior to the start of construction on our projects, assist in the preparation of a statement of intent in regard to Indigenous employment on each project, and provide advice on appropriate employment avenues for the recruitment and training of Aboriginal and Torres Strait Islander peoples. The organisation will also assist to raise awareness amongst project managers of the importance and value of increasing diversity and will advise on our engagement with current Aboriginal and Torres Strait Islander employees.



On the SmartWays Alliance project in Perth, the team exceeded the minimum Aboriginal business target spend of \$1 million, nearly quadrupling it at \$3.8 million spent. A key success was with Perth based Whadjuk Noongar Aboriginal business, Wilco Electrical, where we upskilled their growth into the Main Roads Western Australia space. Originally awarded a contract to install road lighting, new switchboards and modify existing switchboards, Wilco Electrical's can-do attitude, quality performance and excellent safety standards led to BMD broadening their scope to deliver a proportion of the project's intelligent transport system (ITS) package.



One of our projects on the Tiwi Islands donated material and labour to replace a crushed line sewer at the Imalu Tigers Football Club, engaged topsoil and mulch to assist with the development of a new complex for the Tiwi Islander Training and Employment Board, including a new vegetable plantation that will provide fresh vegetables to be sold at the local store.



As part of the Newell Highway Program Alliance (NHPA) in New South Wales, local and regional workers make up 60% of the workforce and we have achieved strong female and Aboriginal participation. The NHPA Aboriginal participation rate is currently running at 7.5% of delivery expenditure.



# IN THIS TOGETHER

## OUR RECONCILIATION JOURNEY CONTINUES



**We are proud of our long history working with, and within, Aboriginal and Torres Strait Islander communities. We formalised our commitment to continuing to build strong, respectful and mutually beneficial relationships in these communities in 2017, through our first Reconciliation Action Plan (RAP) before progressing to the innovate stage of the RAP framework which was completed in June 2021.**

Our Innovate RAP aimed to further entrench opportunities for Aboriginal and Torres Strait Islander peoples within our operations and sphere of influence. The actions and deliverables outlined in the document saw us seek new employment and engagement opportunities by aligning them to our enduring values and philosophies, as well as BMD's strategic direction. Aligning with Reconciliation Australia's RAP pillars of relationships, respect and opportunities, our Innovate RAP set out commitments to:

- strengthen our existing relationships with First Nation Peoples to create a culture that connects all Australians
- generate pride amongst our Aboriginal and Torres Strait Islander personnel and increase understanding and respect between First Nation Peoples and other Australians
- increase supply chain diversity and develop effective employment and retention strategies.

A total of \$63.5 million was spent with Aboriginal and Torres Strait Islander businesses during BMD's Innovate stage of the RAP. While the achievements made during our Innovate RAP journey were commendable, we recognise that as a business, there is more we can do within this space. We have committed to embedding our achievements into business as usual practice, while challenging ourselves to identify further ways to transform our organisation through a second Innovate RAP to be launched in 2022.

BMD is proud to be able to provide ongoing procurement opportunities for Aboriginal and Torres Strait Islander businesses on our projects throughout the COVID-19 pandemic. Since early 2020, BMD has spent \$43.6 million, which equates to \$2.73 million per month.



# COLLABORATIVE



We got involved in South Australia's prisoner employment programs including the Vocational Correction pre-release program. This led to the full-time employment of Evonne Penrose – a highly valued member of our site team due to her honesty, willingness to learn and exceptional attitude.

ABORIGINAL AND TORRES STRAIT ISLANDER OWNED BUSINESSES UTILISED SINCE RAP

LAUNCH:

**154** DIFFERENT BUSINESSES

**\$31.5**

MILLION SPEND WITH ABORIGINAL AND TORRES STRAIT ISLANDER BUSINESSES

**193%**

INCREASE IN INDIGENOUS SUPPLIERS SINCE THE LAUNCH OF OUR FIRST RECONCILIATION ACTION PLAN

**2.5%**

OF OUR EMPLOYEES IDENTIFY AS ABORIGINAL AND TORRES STRAIT ISLANDER



**71**

SUPPLY NATION BUSINESS ENGAGED ACROSS THE YEAR

**428**

INDIGENOUS BUSINESSES REGISTERED IN BMD'S SUPPLIER DATABASE

**(25% INCREASE)**



# SAFETY AND WELLBEING

## THE HEART OF THE BMD WAY

**Faced by a year like no other, the safety and wellbeing of our people has never been more important. The quick deployment of our COVID taskforce, made up of key leaders across our business, allowed for a speedy response to the pandemic and implementation of COVID-safe ways of working. This taskforce, combined with our people's commitment to safety, allowed for all projects to remain open over the year. Recent pauses in work only occurred towards the very end of the year as a result of a mandated stop on construction in New South Wales and South Australia.**

It was another busy year with 7.7 million hours worked across our business. While our people quickly adapted to shifts in processes, or re-engineered ways of working to ensure a COVID-safe workplace, they didn't lose focus on the overall importance of safety, allowing us to record a 23% reduction in our total recordable injury frequency rate from 6.2 to 4.8, and a 22% reduction in our high potential incident frequency rate from 17.0 to 13.2.

While our lost time injury frequency rate increased from 1.1 to 1.4, we have been pleased with the response and commitment to improvement by our leaders. We have seen the development of safety improvement plans specific to hazards faced by business units and regions, with key messaging including the theme of 'nobody gets hurt', as well as the development of specific initiatives which will have far reaching benefits in reducing the risk of injuries for the entire construction sector.

An example of this was our collaboration with Coates Hire and CAT equipment dealer, WesTrac to significantly reduce the risk for line of fire crush injuries through a door handle redesign on the CAT CW34 multi-tyre roller – machinery which is used on the majority of our project sites and many civil sites across the country. In response to a design flaw that became evident whereby an operator was unable to maintain the three points of contact without placing a hand in the line of fire, BMD worked with CAT and WesTrac to instigate a redesign to correct the issue. With a tenacious pursuit to not see this happen again, we were determined to mitigate inherent risk across our sites and the wider industry, with the solution to retrofit existing CW34 rollers (and all future rollers in the CAT factory) with the required additional entry handles now in place.

With our people facing periods of uncertainty and lockdowns, it is no wonder that anxiety, fear and worry around the pandemic has affected us all. We were very aware of the detrimental impact this could have on the mental health of our people. Looking after our mental health and being there for each other has never been more

important and that's why we focussed our attention on providing support to our people by implementing a comprehensive mental health strategy. The success of our strategy was based on leadership support, active participation, and clear and engaging communication. Partnering with Cernova Neuroscience and the Mental Health Movement, we released initiatives including digital learning and video resources, education and support tools, as well as workshop webinars. Key to our approach was monitoring the resilience of our people through quarterly surveys which allowed us to build a deeper understanding around how people, teams or states were trending based on circumstance, and therefore be able to better provide education and intervention response where needed. Response training for our managers and supervisors was also critical in ensuring our leaders were equipped with skills to spot the signs of someone needing support and be able to help.

We continue to look for new ways to improve the overall health of our people. We launched a 'Feel Well, Work Well' study where we collect and analyze health indicators of employees, in collaboration with the Queensland University of Technology, through use of a Garmin smart watch and daily survey. Currently in pilot stage, the project will allow for the development of strategies to improve performance in safety, quality and progress, which we hope to roll out across the country.

With working near services being a key high-risk activity in our business, we further refined our processes to ensure a high level of training is provided for the important controller role. We launched a dedicated Controller BMD Online Training (BOLT) module which features dedicated mock scenarios for underground services, including how to follow the alternate methodology to excavate within 500 millimetres of a known service with the controller using a probe and shovel, and also when working in the vicinity of overhead services.

We focussed on training and upskilling our people, with the continuation of our Active Leadership Program delivered online. The program is successfully providing our project leadership teams with necessary training across legislation and systems compliance, risk management, incident management, continuous improvement, and communication and influence.

The safety of all people across our work sites and offices will always drive an enduring pursuit of safety excellence and as we embark on a new year, safety leadership is of undeniable importance at every level of our operations. We look forward to seeing our safety performance continue to improve as we embed new approaches to managing risk and training our workforce.



# FAMILY

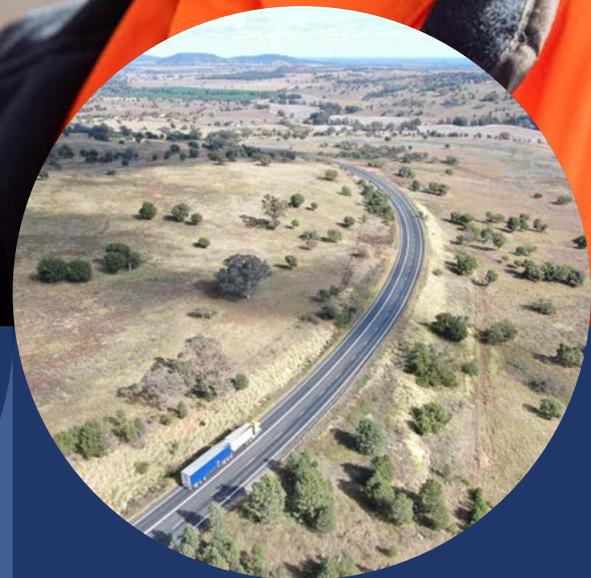
## VIRTUAL INSPECTIONS

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Working as part of the Newell Highway Program Alliance, the project presents our longest road upgrade where we are delivering 45 kilometres of new overtaking lanes along the principal freight route in New South Wales from the Victorian to Queensland border. With our teams spread across long and remote distances between overtaking lane sites, we came up with innovative ways to manage inspections as a result of COVID restriction protocols.

Videos of project drive throughs and specific activities are uploaded to an Alliance specific YouTube channel, with links to each video provided to the inspectors for review. A Microsoft Teams meeting is then conducted involving the inspectors and the individual Project Managers of each site, where the videos are played and progress, risks and controls are reviewed. With inspections usually being a key part of monthly reviews, the advantages of the virtual system have been the continuance in remote areas, and the ability to be viewed from anywhere in the world.

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# ENVIRONMENT AND SUSTAINABILITY

## CHAMPIONING OUR PEOPLE TO DELIVER SUSTAINABLE OUTCOMES

### TREATING THE ENVIRONMENT LIKE OUR OWN BACKYARD

While the work we do necessitates changes to our environment, we are committed to operating in a way which ensures the protection of ecosystems and focusses on improving environmental amenity for the communities in which we operate.

Our class 1 environmental incident frequency rate remained at zero and we delivered a significant improvement in our class 2 environmental frequency rate (incidents per million hours) which reduced from 1.5 to 0.9 – a decrease of 40%. While this outcome is a step in the right direction, it is still higher than our goal of 0.5.

Initiatives delivered over the year included a new methodology for managing fire ants which focusses on early intervention, detailed inspections and minimising the double handling of materials, and we have implemented 1000 kilogram recycling bags for bulk collection of bottles and cans. We have also been building a greater awareness and understanding of high efficiency sediment basins including training around flocculent types and automated flocculent dosing, knowledge sharing for best methods to build forebay and level spreader structures, and integrating custom made silt curtains to improve efficiency of basins not able to be built to the correct shape.

Our annual Environment Month event again provided the opportunity for our people to focus on the environments in which we live and work through asking them to treat all environments like their own backyard. Projects developed videos outlining how they successfully managed environmental risks and implemented innovative approaches to environmental priorities including materials reuse, habitat management and sediment control.

In tropical North Queensland, a road upgrade project team was faced with the highest amount of rain recorded in 102 years in April 2021. With culvert works requiring a significant amount of dewatering, our team was aware the immediate discharge of water was unlikely to meet BMD's strict discharge limits based on turbidity levels. Our team quickly deployed an internal solution which was more cost effective and avoided delays to the project by using a sediment tank and flocculent dosing pump. The result was turbidity levels within desirable limits, allowing culverts to be pumped and work successfully delivered.

### TAKING A HOLISTIC APPROACH TO SUSTAINABILITY

The long-term sustainability and resilience of our projects is key to ensuring we meet the needs of communities now and into the future.

Identifying opportunities to integrate sustainable practices into construction by sourcing recycled materials, minimising the requirement to use new materials, and implementing sustainability in design practices where possible are key components of our holistic approach to sustainability.

We continued to benchmark our projects through relevant sustainability tools to successfully deliver ratings on our projects.

These projects focussed on sustainability through a senior level commitment and by undertaking risk assessments, inspections, and reporting. Project planning risk assessments and decision making was governed by balancing environment, economic and social aspects of the works.

In Western Australia, as part of consortium SmartWays Alliance, we surpassed our commitment to maintain an Excellent ISCA rating of 50, achieving 54.99. Key sustainability targets included the implementation of variable speed limits, lane use management and ramp signalling to improve the throughput of the Kwinana Freeway and to manage congestion therefore reducing overall greenhouse gas emissions. Several innovations included the installation of an Automatic Incident Detection (AID) system which was the first of its kind in Australia.

### SUSTAINABLE CONSTRUCTION – OUR ACHIEVEMENTS

REGION	PROJECT	RATING
New South Wales	Inland Rail – Parkes to Narromine	ISCA v1.2 Excellent 'As built' rating on behalf of client ARTC
Queensland	Haughton River Floodplain Upgrade	ISCA v1.2 Excellent 'Design' rating (60.3)
Western Australia	Smart Freeway – Kwinana Northbound	MRWA Assessed ISCA v1.2 Excellent 'As built' rating (54.99)



### INLAND RAIL – PARKES TO NARROMINE

To raise sustainability awareness on the Inland Rail – Parkes to Narromine project, we introduced an Infrastructure Sustainability Engineering Challenge. Educating our people on how sustainability applies to engineers, specifically in terms of the translation of energy and materials use to greenhouse gas emissions, saw the development of actions which had a sustainable benefit to the project. Sustainability outcomes achieved through the program included:

- ▼ re-use of existing ballast for top ballast, achieving a 59% reduction in the transportation required to truck quarry material to various stockpile locations across the project
- ▼ attending STEM workshops at the local schools and delivering presentations about the project and the benefits in working in the construction industry
- ▼ reducing the amount of diesel being used through a number of initiatives which involved using mains power for major site compounds and promoting fuel efficient plant used onsite
- ▼ re-use of onsite bedding materials underneath structures to negate the requirement to import material.

Our project team significantly reduced water consumption through constructing dedicated access tracks made from used material, smart application of dust suppression agents, particularly in sensitive areas, identifying alternate revegetation strategies and reusing materials with a higher in-situ moisture content. Water use was successfully reduced by 35% based on original modelling, a critical saving given the drought experienced within the project's footprint.



### HAUGHTON RIVER FLOODPLAIN UPGRADE

The project involved upgrades to 13.5 kilometres of the Bruce Highway in Giru, North Queensland. It was situated entirely in one of Queensland's most complex floodplains, crossing four main waterways: Haughton River, Horseshoe Lagoon, Pink Lily Lagoon and Ironbark Creek/Reed Beds. With the highway across the floodplain closed an average of 3.5 days a year due to flooding, the 13.5 kilometre long, \$514.3 million project is vital to improving community linkages and road safety.

Delivered as part of The Infrastructure Group joint venture (on behalf of the Queensland Department of Transport and Main Roads), we are setting the benchmark for sustainability performance in the region, being the first major infrastructure project in North Queensland to receive an Infrastructure Sustainability Council of Australia (ISCA) rating. Sustainability outcomes included:

- ▼ 20% improvement to ecological value through restoration of native vegetation in riparian areas and wetlands, and improved habitat connectivity through world-first adoption of hydraulic design and construction of a dry fauna passage.
- ▼ Reduced environmental impact of materials by 40% through design optimisation, increasing percentage of supplementary cementitious material in ready mix concrete to 30%, and using tubular steel piles. This was done by reducing the volume of concrete required from 182,970 tonnes to 63,787 tonnes, and design optimisation leading to fewer bridges being constructed.
- ▼ Contributed to community through provision of nine Indigenous traineeships, a \$4000 donation to the Giru Progress Association for a digital community notice board and by raising over \$2200 for Home Hill State School through the containers for change refund scheme.

Lessons learned from the project will go on to benefit Queensland infrastructure projects including the use of tubular steel piles as a suitable and sustainable alternative to reinforced concrete.

# DIGITAL TRANSFORMATION

## ENGINEERING TECHNOLOGICAL ADVANCEMENTS

We continue to develop a stronger digital capability through transformation projects to ensure we are at the cutting edge of the technology bubble in the construction industry. Through our DigiLead program, we are focussed on structuring business advancement beyond our current position within the digital space.



We have, and will continue to roll out, digital transformation projects to enhance our business and provide our people with tools to ensure they are able to perform at their best, while enabling better decision making and ensuring the delivery of our project's safely and successfully. Areas of advancement are directed into finance, estimating, project management, document control, and project analytics and reporting.

Our team has been reviewing the core challenges experienced in our system in terms of functionality, multiple entry points, core process, and data set, with the principal objective to provide our people with outcomes that enhance decision making.

Over the past year, we have advanced our Contractor Management Systems (CMS) to an independent self-service portal for our subcontractors and their employees, allowing for time savings in reporting and immediate correlation to our new contactless sign in app. The contactless sign in app was implemented as a result of COVID-19, with the visibility of staff presence onsite, transparency and communication being paramount to the safety of our people. We partnered with Rapid Global in the implementation of Rapid Access, a web-based platform which seamlessly integrates into our CMS. This platform has enabled the onboarding of workers, delivery drivers and visitors, and provides real time notifications including prompts in skill deficiency and competency, alerting site management as well as the attendee to address these matters immediately.

With a focus on improving field-based efficiency for our people and our supply chain, we have begun a staged release of Docketbook, which provides greater certainty within the cost management exercises performed throughout the procure-to-pay process. By engaging our supply chain in this new platform, we have been able to seamlessly assign works and purchase orders, matching dockets and invoices to significantly improve reporting compliance requirements. This digitised system has also simultaneously reduced the number of accruals and unassigned costs, and provided improved forecasting at both a project and consolidated business level.

Additional advancements for our projects have included tools to streamline functions in quality initiatives linked to a quality management tool, namely the inspection and test plan library. This tool systematically references lot control, corrective actions and correspondence, allowing client acknowledgement and remote access. The inclusion of two previously unsupported elements, inspection and test plan library and external access, will eliminate hours spent managing the duplication of data, and will streamline time spent in acceptance of works. We have also launched Soffforms which enables the release of a preferred platform for site generated documents (forms/checklists), with a capacity to embed workflows and notifications that are project specific and are not reliant upon extensively gathering data for analytics.

We continue to use drone technology on our projects, deploying drones monthly over all urban projects. The adoption of this technology has allowed our teams to gather 3D reality mesh models of our projects so we can better plan, track progress, calculate volumes, track inventory, identify and resolve issues, and conduct construction process reviews, as well as record traffic management, assess environmental concerns, and identify overall HSEQ management. Using a cloud based digital platform, the data is captured, viewed, interrogated and calculated by any and all stakeholders, from our leading hands to executive management, and at times as required by our clients.

These key successes in our DigiLead program demonstrate our continued momentum in improving our systems for the benefit of our people and clients. With key stakeholders from across the business involved in providing their experiences and observations across our current systems and processes, we believe we will continue delivering improvements to drive greater productivity and in turn, put us at the cutting edge of digital transformation in our industry. While the process of change does not go without its challenges, through strong engagement, as well as open and honest discussions, we will be able to ensure that the solutions provide a best fit for our diverse business.



# STRIVING TO DO BETTER

## ARTIFICIAL INTELLIGENCE TECHNOLOGY

We have acknowledged that the power of artificial intelligence (AI) as a technology has not been fully appreciated or adopted in the construction industry. While it is highly experimental and requires progressive iterations, we have a significant volume of data which can be used to achieve better outcomes for our business and our clients by improving the reliability of delivering projects on time and on budget.

It is for this reason that we are using AI technology to provide us with more accurate predictions earlier in the project lifecycle. Our early adoption of AI delivers a flagship support mechanism driving a stepped change for cost and time management in the construction industry, and delivering measurable benefits to all infrastructure stakeholders.

## SERVICE INTERACTION MODELLING

Working near services is a high risk in the work that we do. We are always looking for new ways of engineering solutions to manage risk, with our teams using 3D modelling of underground services to detect service interactions prior to excavations onsite, allowing for earlier identification in the project life cycle and maximum time to determine a technical solution. This innovative solution is providing time and cost savings for our business and clients.

# CARING FOR OUR COMMUNITIES

## IT'S THE BMD WAY

As a family-owned business, we understand the importance of investing in our communities and leaving lasting benefits - it's a fundamental part of who we are. The past year has been challenging for so many, which has only made it more important than ever for us to give back to those who need it most.

We are proud to build long-standing relationships within our communities, including our corporate partnerships, which have an average length of just over 11 years. We invest over \$1 million with these partners annually, in addition to supporting grass-roots initiatives and industry partners.

It's important to us that we support organisations who share our values including our family culture and heritage, commitment to diversity and reconciliation, and drive to leave lasting legacies.



With a strong history working in regional New South Wales, including current works along the Newell Highway, we are proud to sponsor the Dubbo CYMS Fishies Ladies League for 2021.



Following our work locally on the Tiwi Islands, we were proud to fund the purchase of local AFL club, the Imalu Tigers' uniforms, designed by local Indigenous artists.

WE INVEST  
OVER \$1  
MILLION  
WITH THESE  
PARTNERS  
ANNUALLY



Our partnership with Brisbane Powerhouse helps fund Powerkids, a free weekly children's program. Each week children and their grown-ups participate in a child-led multi-sensory experience combining storytelling, music and visual arts in fun, play based activities for 0-5 year-olds. Through our partnership with Brisbane Powerhouse over the past six years, more than 60,000 children and their families have participated in over 200 free creative art workshops.



As part of our commitment to supporting the next generation of engineers, we proudly support Queensland University of Technology's STEM Widening Participation program. The program provides opportunities for school students in regional areas to access free hands-on science, technology, engineering and mathematics (STEM) workshops, including more than 720 South Burnett students in the 2020 regional tour.



We re-signed with long-time partner Clontarf Foundation which exists to improve the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal men. Through this relationship, we continue 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.

### COVID-19 RECOVERY COMMUNITY ASSISTANCE PROGRAM

This year has been challenging and no more so than for grassroots and not-for-profit organisations, and the people they support. That's why we launched our COVID-19 Recovery Community Assistance Program to award more than \$160,000 in funding to 36 organisations across Australia to help our communities through the uncertain times together.



BMD's funding allowed Foodbank Queensland's food rescue and delivery programs to run more efficiently through the purchase and installation of weight scales for two trucks. Additionally, BMD is supporting Foodbank to purchase specific items for hamper boxes sent to COVID and disaster affected Queensland communities.

## MORE THAN \$160,000 IN FUNDING



We are passionate about ensuring an inclusive work environment for all, which is why we were proud to support Engineers Australia's International Women's Day event series. The events were held around Australia, as well as online, on March 10 with 71 of our employees in attendance to hear from keynote speaker Dr. Mae Jemison on the topic of 'Endeavour for Equal'.



BMD purchased new lightweight, portable aluminium goals to be used by the Wynnum Wolves Football Club girls' team. They were designed specifically for ease of movement around training spaces and are the same size as competition goals, ensuring the players are able to train in more realistic game-simulation situations. The new goals are used by 300 junior players, including between 50-80 girls.



Treasure Boxes provides essential material aid to children aged 0-17 who have been impacted by domestic violence, extreme poverty or homelessness. During COVID-19, the organisation saw an increase in demand for their services by 300%. We're supporting Treasure Boxes to improve their warehouse efficiency by providing funding to purchase bin trolleys and storage containers.

# CONSTRUCTION

## CONSTRUCTION HIGHLIGHTS

pipeline of over **\$1 billion work in hand**

almost **70%** of work delivered for **repeat clients**

Summers Road in Brisbane's north was delivered **three months ahead of schedule** through optimised staging and significant program savings for civil scope of works

**re-used 25,000 tonnes of recycled material** for use as runway subbase at Archerfield Airport

an **80%** success rate on EOIs in New South Wales ensures **our ability to pursue desired projects**

TRIFR in Victoria remains at zero, which is an **all-time low for the region**

completed **five freeway projects** for **Main Roads Western Australia**, including Perth's first smart freeway using Intelligent Transport Systems

developed an **alternate staging plan** to **ensure the continuation of night flying** on the RAAF Base East Sale project in Victoria

## OUR CAPABILITY

**Our construction capability is showcased in the progressive and transformative infrastructure and structures we deliver, which continue to stand the test of time.**

A successful year for our infrastructure business has again reinforced the true strength that a genuinely diverse portfolio of work and geographical footprint can generate. Add to this a formidable assembly of the best the industry has to offer when it comes to quality of our people, and achievements of this nature are easily understood.

With government response to COVID-19 including an economic stimulus policy weighted heavily to infrastructure projects, BMD's focus on diversified sectors and capabilities will allow us to continue to meet the demands of the future across the country.

## ACHIEVEMENTS

Our business will always be about our people, and we are incredibly fortunate to boast a talented and dedicated workforce. In addition to our direct employee base, it would be entirely remiss not to acknowledge the contribution of our subcontract, supplier, and consultant network. Nothing we do is possible without the assistance of such a strong cross section of supporters and we thank everyone involved in the delivery of our projects for their efforts.

Due to the pipeline ahead, the pre-contracts space has been intense during the year. In terms of key tenders, there was very little we did not participate in, and good fortune was welcomed with the award of 16 projects, almost 70% of which were for repeat clients.

With broad geographical and market sector presence a key operational element during the financial year, our project teams in Queensland successfully completed the Archerfield Airport Upgrade, the Haughton Pipeline Stage 2, and the 114 kilometre long Carmichael Rail Network project in the Galilee Basin. Key project awards included the Carmichael Rail Balloon Loop, Townsville Northern Access Upgrade, Douglas Water Treatment Plant, and Cooroy to Curra Section D.

Heading south to New South Wales, key project awards included the Moorebank Interstate Terminal, Showground Road Upgrade, and the

early contractor involvement (ECI) phase of the West Camden Water Recycling Plant. Outstanding achievements were completed on the Newell Highway Program Alliance with seven overtaking lanes delivered during the year, taking the total completed to date to 19. Testament to the strength of the project team, scope was increased from 30 to 40 overtaking lanes to be delivered on this key piece of highway connecting the Queensland and Victorian borders, BMD's longest road project.

In Victoria, we secured more than \$200 million of work for Major Road Projects Victoria with the award of the Fitzsimons Lane Upgrade and Barwon Heads Road, as well as Hawksdale Windfarm and the Ballarat Bus Interchange. We have completed multiple projects in the region, notably Thompsons Road Stages 1 and 2, and have successfully relocated experienced project staff to the state to participate in the large pipelines of work on offer.

On Australia's west coast, road infrastructure continues to dominate the market in the metropolitan areas around Perth with key projects awarded including the Mitchell Freeway Extension, Stock Road Beelir Drive Intersection, and Mount Holland Aerodrome. It is all systems go on the two largest projects BMD has delivered to date in the state with the \$400 million Tonkin Gap Alliance, and \$180 million Mitchell Freeway Extension underway.

As one of Australia's largest privately-owned contractors, in 2020 we were proudly named in the top 40 infrastructure contractors for the Australian Department of Defence in the Australian Defence Magazine, successfully delivering projects over the year including RAAF East Sale and RAAF Oakey, and our current workload for defence including RAAF Learmonth.

Our people continue to display an unwavering commitment to our values and demonstrate strong leadership to ensure our projects are completed to the highest standards in both quality and safety, whilst delivering successful project outcomes for our clients.

## CHALLENGES

COVID-19 has been a challenge that has left few Australians untouched. The classification of construction as an essential service during the 2020-2021 financial year not only allowed the delivery of important infrastructure projects to continue, but also provided ongoing employment for our people,

subcontractors and suppliers, which has had important and far reaching economic benefits.

Confronting this challenge has required a number of changes to the way we operate. Travel restrictions have increased the use of virtual meetings, which has fundamentally changed the way we do business. On our Newell Highway Program Alliance, the team instigated virtual safety inspections to ensure safety leadership is maintained despite senior leaders from the program and the broader BMD business being unable to visit the individual projects.

The heated market is certainly providing its fair share of challenges when it comes to the retention of our people and subcontractors, as well as our recruitment efforts to accommodate the growth in the business, not to mention the immense strain on our material supply partners. However, in times such as these, we remain resolute in the belief that our unique family culture will remain our clear point of difference when it comes to both how we do business, and who we do it with. Clients are supporting these skills issues with an increased deference to collaborative forms of contracting, with short procurement timeframes, which realises industry capacity and makes efficient use of combined teams.

## FUTURE DIRECTION

With continued sector diversification being a key element to BMD's broader business strategy, we approach the looming financial year with a strong sense of optimism and positivity.

We intend to continue broadening our capability reach by entering work markets that have not previously been considered as being business as usual, as well as participating in mega projects consistent with our proven capability offshore in the Philippines. We are incredibly confident that desired results will be realised.

The success of this strategy is positively demonstrable and as the industry picks up pace and competition for resources of all kinds becomes more demanding, BMD will continue to support our people through the fantastic opportunities that lie ahead.

# URBAN

## URBAN HIGHLIGHTS

pipeline of \$300 million **work in hand**

142 projects **awarded**

2592 lots **constructed**

99 projects reached **practical completion**

48% of projects for **repeat clients**

## OUR CAPABILITY

**Unique to BMD's group of companies is our capacity to deliver integrated services for whole-of-life project delivery as the largest urban development contractor in Australia. Our teams began working with urban development clients in 1979 and today we retain the positive relationship-based approach which has characterised our business since inception, through a strategic offering of local subcontractor and supplier engagement and our self-performing capability.**

Our diverse portfolio of civil construction capabilities includes earthworks, roadworks, concrete pavements, trunk and reticulated underground and overhead services, as well as community and sporting facilities.

## ACHIEVEMENTS

With government response to COVID-19 including injection into the urban development market through the Home Builder Grant, developers were under pressure to get land available for purchase. This is reflected in our work delivered, with our people constructing 2592 lots this year - almost double last year's amount.

Overall, we were awarded almost \$436 million of residential and minor infrastructure works from 142 projects across mainland Australia, an increase of almost 30% compared to last year. We continue to boast our point of difference with work for Urbex developments including The Banks, Hillside, and the Dunes in Mackay, sharing our specialist pipeworks resources with the infrastructure business, collaborating on design and construct work with Empower, and the engagement of JMac Constructions for landscaping and building works on our projects. The hot markets were the Northern Territory, South Australia, South East Queensland and Victoria, and project awards from both public and private sector clients is a strong endorsement of our varied expertise.

In the Northern Territory, our work in the defence sector continued with delivery of Larrakia naval base and work at RAAF Tindal in Katherine. Our water and wastewater capability was bolstered with a pump station delivered on the Tiwi Islands, and we doubled the amount of land development lots across the Northern Territory compared to last year with key project award, Kilgariff Estate in Alice Springs.

The North Queensland market remained steady with key projects awarded including alleviating water overtopping Horseshoe Bay Road and Apjohn Street, and reconstructing water-damaged pavements on Magnetic Island, the training field works for the North Queensland Cowboys HQ and training facility, and the Dunes development in Mackay.

The market in South East Queensland was particularly strong, with our teams managing almost three times the amount of land development work compared to last year including Capestone for Urbex, Brentwood Estate for Avid Property Group, Brookhaven with Frasers Property, and ongoing developments in the growing Redlands area. Our water and wastewater capability remained strong with the completion of the Opossum Creek Trunk Sewer project in Greater Springfield involving a 200 metre tunnel bore through challenging ground conditions, under a railway and highway, and in close proximity to an environmentally sensitive creek. Minor road upgrades included the award of Fernbourne Road Wellington Point for Fitini Homes and necessary infrastructure at Northshore Hamilton, with the area set to become the main Athletes' Village in the Brisbane 2032 Olympic and Paralympic Games.

In the Australian Capital Territory, our people continue to deliver vital transport upgrades and water and wastewater projects for the ACT Government. We were awarded the first stage of the duplication of the road connecting Belconnen and Gungahlin where we will deliver a dual carriageway over 3 kilometres, across two sections, to support housing development in the area through improved access, reduced congestion and improved safety.

In New South Wales we worked on industrial subdivision works as part of the Moorebank Cove Residential site and Oakdale East Industrial Estate and we were awarded the Georges Cove residential subdivision for long-term client, Mirvac.

Across Victoria, the urban market was strong, with our team continuing residential subdivision work at Mandalay and Merrifield, and Atherstone for Lendlease in Melbourne's west. We increased our diversity into non-residential sectors with the Donnybrook Road Upgrade for MAB Corporation, industrial subdivision work for Frasers Property and service relocations for Mordialloc Bypass.

Our team in South Australia had a highly successful year with key projects including the completion of Managed Motorways along the South Eastern Freeway for the Department for Infrastructure and Transport, a subdivision and intersection upgrade at Riverlea for national client, Walker Corporation, and continuation of our community infrastructure and streetscape capability with the award of Moonta Street within Adelaide's Chinatown.

In the west, our bid teams continue to assess the right opportunities in a highly competitive market with key client, Development Western Australia.

To meet this increase in work, our people have continued to rise to the challenge, demonstrating their professionalism, resilience and solidarity. We have proudly been able to grow our team with the engagement of talented people including almost 100 hires directly into our blue collar workforce to bolster our self-performing capability across road and civil works, and specialist pipeworks.

## CHALLENGES

The impact of COVID-19 continues to present people and plant resourcing challenges. Our people continue to demonstrate resilience in managing this period of change together including perseverance during lockdowns, where at times our workforce have had to remain on FIFO projects for longer rosters to ensure continuation of program.

The growth of our team saw a need for a continued focus on embedding our culture of doing things differently, family-orientated values and aligning people with our business strategy.

## FUTURE DIRECTION

The future remains strong, with continued government investment in infrastructure to pull the Australian economy through COVID-19. There will continue to be requirements for our land development capability and the infrastructure to support these communities. We will continue to prepare for the work that becomes available, with our willingness to undertake unique and challenging service relocation works and deliver projects to ambitious deadlines, collaborate with clients and utilise the extensive power of our people remaining key elements in our approach to achieve great outcomes.

# DESIGN

DESIGN HIGHLIGHTS

**strong pipeline** of current work in hand

**36 projects won**

**62%** of projects won were from **repeat clients**

**65 projects** reached practical completion

considerable **profit**, based on a heavy workload, and a high performing and results orientated team

our people **pitched in to help neighbours** of our Minnippi project, tidying up the grounds of the AC Carina Football Club, Brisbane Abruzzo Association and Super Futsal - Carina

our team headed to a local Redlands school to give an insight into **a day in the life of being a design engineer**, with over 60 students participating in a fun, hands-on project to inspire creative thought



Arc on the Point, Victoria Point – Queensland for Urbex

## OUR CAPABILITY

**Our design engineering arm, Empower Engineers & Project Managers, offers the unique opportunity to access innovation and value management through collaborative planning and delivery that results in proven value for money, more profitable projects, and a more resilient infrastructure network.**

We continue to solidify our footprint within a range of markets including residential land development, potable and wastewater supply network augmentation, and road and rail delivery.

## ACHIEVEMENTS

The diversity of our capability allowed us to overcome a unique year, which saw a strong focus on roads and transport infrastructure services in the initial half, and a sudden surge and demand for land development across the remainder of the year. Our adaptability allowed our team to roll out large stages for the high amount of sales and strong demand for land at Capestone in Brisbane's north, The Banks in Logan, and Kalynda Chase in Townsville.

The most significant advantages in the land development and infrastructure markets that we saw across the year were gained by our clients who engaged in BMD's unique design and construct offering, engaging both of our business units to work collaboratively. This allowed for the fast-tracked delivery of product to market, and our clients to capitalise on the high demand for land opportunities.

We were proud to commence the delivery of the highly complex Minnippi Golf Course in Brisbane's east. Gaining final approvals which had been a decade in the making as well as commencing construction of this course is a significant ongoing achievement. Minnippi is now the first public course in Australia to be delivered in the past 60 years and with the closure of Victoria Park, this course will provide a valuable recreational outlet for residents of the south side of Brisbane.

Gaining the first operational works approval for Arc on the Point, a residential land development project at Victoria Point, was also a considerable achievement. Working with the local authority and adjoining developers through a technical and legal court process required the dedication of a large team pushing strong arguments and solid design, whilst remaining flexible to handle the unique challenges of the development.

We continued our third year of program delivery for Power and Water Corporation in the Northern Territory for the delivery of water and wastewater services into remote Aboriginal and Torres Strait Islander communities. As one of the leading project management service providers to Power and Water Corporation, we are proud to have a key role in delivering essential services into the communities which need it most.

The past year has reaffirmed our unique offering and with the required technical, professional and commercial skills becoming increasingly scarce, we expect that clients who capitalise on the value which can be obtained from a vertically integrated delivery model will prosper in years to come.

## CHALLENGES

While industries like ours have been able to continue operating throughout the challenging environment presented by COVID-19, we have faced constraints in terms of resourcing. With the entire industry being extremely busy in response to government stimulus, resourcing constraints have been a major challenge felt by our business among many others. We continue to overcome the hurdles we are faced with by relying on each other through teamwork, communication and determination.

## FUTURE DIRECTION

With a solid pipeline of work ahead, the diversification of our business will ensure our stability now and into the future. With our people being what set us apart, we continue to focus on retaining the unique talent pool we have by putting in place career structures which support motivated and self-driven individuals who are drawn to our business, and realign our internal structure to create sector leads who can take our business forward.

# LANDSCAPING

LANDSCAPING HIGHLIGHTS

pipeline of \$40 million **work in hand**

246 projects **tendered**

53 projects **won**

44 projects reached **practical completion**

90% of projects were for **repeat clients**

**won the prestigious Playspace Award** for a facility over \$500,000 for The Mill Water Park at the Parks and Leisure Australia 2021 Queensland Region Excellence Awards



Heatley Park, Townsville – Queensland

## OUR CAPABILITY

Unique to our integrated offering to market is our landscape construction and building division, JMac Constructions, which successfully constructs and creates exceptional projects of all shapes and forms including streetscapes, boardwalks, commercial buildings, sporting facilities, parklands, and water play areas.

## ACHIEVEMENTS

The quantity of projects within our delivery portfolio remained stable, with 44 projects achieving practical completion and 53 new projects awarded, 90% of which are being delivered for repeat clients.

Following diversification into the building sector in recent years, our works portfolio strengthened through the award of over \$12 million in building works across South East Queensland alone. With Usher Park Clubhouse, Logan City Council Depot, 25 Cambridge Medical Precinct Upgrade, and Gainsborough Greens Clubhouse completed, and buildingworks at Nolan Park, Rob Akers Reserve and Mount Glorious Visitor Centre currently underway. In North Queensland, we replaced sections of the deck on the 132-year-old Victoria Bridge. With saltwater exposure, sea air and corrosion a reality of life in North Queensland, the works were crucial to maintaining Townsville's "grand old dame" and our methodology ensured the bridge remained open while we worked to retain its heritage charm.

Our teams across all regions continue to work with our long-standing private and public client base to deliver innovative and cost-effective outcomes. This was most evident on the City Cycle removal project which was the end of an era. From initial installation in 2010, a decade of maintenance, and the current decommissioning, the team have consistently worked with Brisbane City Council to deliver significant cost and program savings.

Strengthening our fast-growing sporting precinct capability, we were awarded the Merrifield Sports Precinct project which will involve construction of two AFL and cricket ovals, cricket nets and a playground, as part of a growing estate. We continued to secure works with our longstanding client, Stockland across all regions including Auro, Cloverton, Edgebrook and North Shore estates.

Delivering vibrant public spaces that bring communities together is a key component of our capability, with the award of Nolan Park BMX Precinct for Moreton Bay Regional Council a key example. Our team is set to deliver the integrated clubhouse and BMX facility including new entry road, carpark, clubhouse and BMX track.

Heading north to Mackay, we delivered streetscape work for our development arm, Urbex at East Point including entry statements, fencing, feature walls and irrigation.

## CHALLENGES

While revenue for the year was largely impacted by a number of significant project award delays across the country as a result of the COVID-19 pandemic, and a large number of second places on significant tenders, we still managed to deliver a very strong result.

In a year that presented continued uncertainty, our people stepped up to adjust to the varying complications and manage the changing landscape.

## FUTURE DIRECTION

JMac's continued focus remains on the bolstering of our traditional landscaping capability which form the backbone of our business, as well as increasing our building capability into the new financial year following recent success in the sector. With a willingness to challenge our offering, increase our capacity to self-perform works, and generate innovative solutions, we continue to offer our clients a unique point of difference.

# DEVELOPMENT

*dunes*

DEVELOPMENT HIGHLIGHTS

## OUR CAPABILITY

**Our development arm creates living environments that set new benchmarks in urban design and community creation. We are an innovator in residential and commercial development, managing the entire process from securing land and approvals, creating masterplans, to sales.**

Our integrated business model has been fundamental in delivering land over the past 12 months to successfully meet market demand and achieve significant milestones across our nine active developments.

## ACHIEVEMENTS

Despite facing the challenges presented by COVID-19, we have strategically maintained stock levels for sell out land releases, achieved an almost 60% increase on land sales at 677 lots and secured new opportunities to step into apartment and townhouse development. We achieved three years of sales in just seven months, set the highest rate of sale in Darwin and new price benchmarks in Mackay with The Dunes, and grown our expert team to manage our presence and facilitate growth in the market.

The restart of the economy saw Government Stimulus Housing Packages, low interest rates and opportunities for buyers to capitalise on their home equity and for many, access new home buyer grants. The added value of amenities and community creation hit the right chord in a pandemic led change in buyer behaviour. This led a COVID-19 boom, driving sales across all projects and providing us with opportunities to expand into new capabilities.

With planning approvals secured, we were able to fulfill supply of titled land with alignment of the Government COVID-19 housing stimulus packages timeframes, creating a win-win for our business and new home buyers alike. The delivery of product over the 12 months is a direct result of our integrated business model which allowed us to collaborate with design and construction teams to provide responsive solutions which met the market.

As seasoned professionals, our adaptability to respond with efficient speed to market increases our relevancy as an innovative and progressive developer.

## FUTURE DIRECTION

Land acquisition remains a challenge facing the entire sector and our teams remain focussed on collaborating with our partners to generate appropriate solutions and enable our business to grow to 1000 annual settlements in the near future. With record low interest rates and the increasing demand for land in key segments across the country, our future remains strong as we continue to progress land acquisition to maintain stock for delivery to market and enter the apartment development sector.

We are focussed on retaining and training our people, and developing the strengths of our team to be able to successfully grow our expertise over the coming months.

Evolved to secure opportunities in residential apartment and boutique townhouse developments, now being progressed for 20 residential apartments at Cabarita Beach in northern New South Wales and a boutique size apartment and two townhouse developments in Manly, Brisbane.

Zuccoli Village in the Northern Territory kept up with market demand to deliver three years of sales in seven months, with quality prevailing the highest sales rate in the region.

The North Queensland market found opportunistic purchasers looking for change with Kalynda Chase, Townsville achieving sell out success for all remaining lots in the last stages; The Reserve, Townsville launching 21 lots to market; and The Dunes, Harbour Beach being the latest master planned community to launch in Mackay this year with 39 lots released as part of stage one.

Mandalay in Victoria remains one of the most desired estates in the highly competitive northern Melbourne growth corridor, achieving over 200 sales this year, a 126% increase from the previous year with price growth of 5%.

Capestone, Mango Hill in Brisbane's northern suburbs achieved its planning milestones, with the lakeside park nearing completion, delivering the final piece of infrastructure to offer residents connectivity around the central lake.

Construction for Hillside in Mooloolah Valley has commenced for an additional 39 lots.

The Banks, Logan Reserve is another key development delivering significant sales as a catchment leader, with land releases attracting owner-occupiers looking to get into the market and subsequent home buyers to live by the Logan River.

Our latest acquisition in Victoria Point, Arc on the Point, has been met with the sell-out first stage release and a second stage currently in market, with Redlands identified as a region with an under supply of land for the growing population as we expand our presence in the bayside suburbs.

# INTERNATIONAL

INTERNATIONAL HIGHLIGHTS

## WAWA BULK WATER SUPPLY TAYABASAN WEIR 2

WAWA JVCO INC. | PHP1.2 BILLION

We are constructing a water reservoir along the Tayabasan River that has the capacity to provide 80 megaliters of water per day to the Calawis water treatment plant. The project will improve water quality supply, and delivery into metro Manila and forms part of a long-term plan to aid the current water crisis being experienced.

Our scope includes the construction of a hardfill concrete, 18 metre high weir at the Ogee crest, approximately 40,000m<sup>3</sup> of weir abutment excavation, pressure grouting works, cofferdams for river diversion and a conveyance pipeline to the new water treatment plant. The project includes the supply, installation and commissioning of all hydromechanical, electrical and mechanical components including pumps, valves, switchgears and transformers.

Due for completion in 2022, our construction methodology consists of using roller compacted concrete (RCC) for the upstream and downstream cofferdam and the main weir body. The diversion culvert is one of the most significant achievements of the project, with our team diverting the river through the culvert to commence the main weir body activities such as excavation works and foundations to support the dam body. The introduction of RCC to the country has many advantages including rapid construction, low cement content, reduced formwork, simplified river diversion and management during construction, and in most cases is lower in cost and allows for rapid placement compared to conventional concrete construction.

## OUR CAPABILITY

**Our international operations in the Philippines has focussed on the delivery of secured work across a broad range of sectors including marine, transport and water infrastructure, the building sector, and dredging. The success of our project delivery has strengthened our reputation for certainty in a disruptive market and places us in a position to grow into new sectors and work with new clients in the years ahead.**

## ACHIEVEMENTS

Originally commencing work offshore in 2017, we now have over 1000 directly employed people across multiple projects working to support the continued growth of our business. We continue to make investments in new equipment and technology, and now maintain a fleet of over 150 pieces of heavy equipment, all less than five years old.

In early 2021, we were very pleased to complete the Manila International Container Terminal Berth Seven Expansion project lost time injury free over a period of two years and over 1.5 million hours worked. With safety being a key focus of the business, our total recordable injury frequency rate for 2021 has been less than two which is a significant achievement on a monthly average of close to one million hours of work delivered.

Private client, Robinsons Land Corporation, has entrusted Prime BMD with the award of a second project as a part of the Montclair development. We are now constructing the Montclair Interchange and Montclair Access Bridge, both being constructed over the Subic-Clarke Expressway. This repeat business demonstrates our strong working relationship and we look forward to building on this with additional work in the land development sector into the future.

Our contract to rehabilitate berths 1 to 5 at the Manila International Container Terminal in joint venture with specialised civil engineering company, Freyssinet International Manila Inc. will come to an end in late 2021. The highly complex project involves restoration of piles for the existing quay structure, replacement of wharf furniture, as well as undertaking underwater and above water concrete repairs. The project is due to be completed ahead of schedule and within a 100% operational environment, without impact on daily port operations.

## CHALLENGES

The overwhelming impact of COVID-19 has continued for much of the year, with the Philippines construction sector enduring lockdowns and disruption. We have responded with flexible working arrangements where possible and all projects have developed COVID-safe protocols, implemented in accordance with strict government guidelines to allow business continuity and provide certainty for our valued clients. The impact has seen all projects incur additional costs to ensure we contribute to the prevention and control effort in the Philippines.

The construction sector has seen a slowdown in investment decision making and the projects in procurement stage in markets impacted by COVID-19 have been delayed due to the uncertainty. Alternatively, the sector has also played a critical role in recovery efforts, with the construction of health care facilities. Prime BMD has continued to support private sector spending into quarantine, and more recently, vaccination facilities in Metro Manila. We have been very pleased to support the ICTSI Foundation and Bloomberg Foundation in this effort.

In late 2020, we were pleased to commence Prime BMD's first project in the bulk water and hydro sector which will see the delivery of the initial phase of the Upper WaWaDam Multi-Basin System. This project involves the construction of access roads, and a roller compacted concrete dam, conveyance pipeline, and pump systems to deliver 80 million litres per day to the water concessionaire.

## FUTURE DIRECTION

In a challenging and 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 ready to embark on another financial year as we work towards continuing to strengthen our capabilities.

# PROJECT SUMMARY

We completed 188 projects and were awarded 237 projects across Australia and the Philippines in the following sectors:

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

INTERNATIONAL



DARWIN  
OFFICE

**6** COMPLETED  
**7** AWARDED

TOWNSVILLE  
OFFICE

MACKAY  
OFFICE

**105** COMPLETED  
**147** AWARDED

EMERALD  
OFFICE

GOLD COAST  
OFFICE

BRISBANE  
OFFICE

TOOWOOMBA  
OFFICE

**16** COMPLETED  
**19** AWARDED

**8** COMPLETED  
**5** AWARDED

ADELAIDE  
OFFICE

SYDNEY  
OFFICE

CANBERRA  
OFFICE

**5** COMPLETED  
**5** AWARDED

MELBOURNE  
OFFICE

GEEELONG  
OFFICE

SEAFORD  
OFFICE

**31** COMPLETED  
**39** AWARDED

HOBART  
OFFICE

# DELIVERING CITY SHAPING INFRASTRUCTURE



## SMART FREEWAYS – KWINANA NORTHBOUND – PERTH CBD

— Main Roads Western Australia  
— \$56 million

As part of the SmartWays Alliance, BMD delivered the Smart Freeways upgrade to a 12 kilometre stretch of the Kwinana Freeway. This central section of Perth’s major freeway is the first stretch of the ‘smart’ road network in Western Australia, bringing the future of motoring to the state for the very first time to deliver a safer driving experience and reduced congestion while making better use of existing road infrastructure.

We faced significant challenges including working in an extremely narrow project site bordered by a rail corridor, the freeway and the Swan River, installing the largest cantilever gantries on a Western Australia road, first ramp signalling in the state, delivering major physical elements and digitally engineering and testing of the intelligent transportation system (ITS) infrastructure prior to site installation.

Measurable network performance improvements on the Kwinana Freeway relate to journey times, reliability and productivity. The project is hailed a success, shaving an average of five minutes travel time for commuters and accommodating an average 13% traffic increase across the Narrows Bridge during morning peak periods.



## CARMICHAEL RAIL NETWORK – CENTRAL QUEENSLAND

— Bravus Mining & Resources  
— Over \$500 million

The Carmichael Rail Network is a 200 kilometre railway line that will connect the Carmichael mine to the existing rail network in Central Queensland. BMD delivered the western 119 kilometres of the rail alignment, including balloon loop, to the topside of the capping material.

A remote greenfields site located 2.5 hours by car from Emerald, works were performed under strict environmental conditions and scrutiny to meet 3000+ Ministerial Conditions of Approvals. The project’s remote location, proximity to established coal mines, and media profile presented a risk to securing workforce, plant and subcontractors to meet the accelerated program.

We utilised our industry network to immediately mobilise personnel, opted to self-perform all earthworks, quarry, excavations, drainage and bridgeworks, and utilised industry capability networks and public presentations to successfully resource the project. We provided 1200 full-time jobs on a rotating roster, with the workforce peaking at 800 personnel, on average, onsite each day. Committed to cash injection for regional Queensland businesses, we awarded \$20 million in contracts to Rockhampton businesses, provided jobs and economic stimulus, and spent more than 11% of the total contract value with local Aboriginal and Torres Strait Islander businesses.

Overcoming the project’s remoteness and managing works across a large geographical footprint, we delivered an exceptional amount of work within a short space of time and performed at less than the target cost, while also achieving more than one million hours lost time injury free.



## ARCHERFIELD AIRPORT AIRSIDE INFRASTRUCTURE MODERNISATION (AIM) PROJECT (STAGE 1) – SOUTH EAST QUEENSLAND

— Archerfield Airport Corporation  
— \$8.5 million

The project involved upgrade works to facilitate anticipated growth of aircraft movements by lengthening both ends of the main runway (10L/28R), strengthening existing pavements, reconstructing associated taxiways, constructing of Jet turbine and run-up bay parking areas, and coordinating lighting upgrades with the electrical contractor, to enable the airport to have a supportive role to Brisbane Airport for the foreseeable future.

Unique to the aviation sector, we brought our extensive knowledge in re-using materials in road construction, to re-use 25,000 tonnes of existing base and asphalt by mixing with a triple blend additive via an onsite mobile pugmill, to successfully use in the new pavements as subbase. With over six weeks of wet weather delays, we continued to persevere despite the obstacles and completed the project ahead of schedule and under budget.



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



**MOUNT CROSBY WATER TREATMENT PLANT – FILTER UPGRADE – BRISBANE**

- Seqwater
- \$26.5 million

The Mount Crosby East Bank Water Treatment Plant provides 50% of South East Queensland’s drinking water by treating raw water. Due for completion in 2022, we are upgrading the water treatment plant’s filtration infrastructure and control systems to meet demand and compliance over the next 25 years. We are refurbishing the plant’s 20 filter cells, including installation of a new underdrain system and filter media. Concrete remediation works on the filter water cells and filters is also occurring, and the existing filter control system, dosing control system, and backwash main are also being upgraded.

Our expertise in delivering complex water and wastewater projects, coupled with prior experience delivering works at the water treatment plant, as well as our competitive price, led to the client seeking our assistance to collaboratively plan and sequence works and deliver exceptional design and construction solutions.

The project’s complexity has involved high-risk activities within a brownfield site, with the plant needing to remain operational, adding further complexity with respect to close interaction between our people and the plant’s operations and maintenance staff. Our team have delivered over 100,000 hours of works lost time injury free to date, with a current TRIFR of 0.



**EUNONY BRIDGE UPGRADE – REGIONAL NEW SOUTH WALES**

- Wagga Wagga City Council
- \$10.6 million

The Eunony Bridge forms a vital connection along the Wagga Wagga High Productivity Freight Route in regional New South Wales, with our design and construct contract being to strengthen and widen the existing structure (jointly funded by the Federal Government through the Bridges Renewal Program and the NSW Government through the Fixing Country Roads fund).

During the tender phase, we proposed an alternative to the client’s non-conforming design which saw a full closure of the bridge during construction, reducing risk to the project’s workforce due to the constrained project footprint, and decreasing the construction period, with the project ultimately delivered ahead of schedule.

We employed smart engineering solutions to address risks and technical complexities through extensive planning of works and close collaboration with our client. Exceptional performance was delivered through several innovations which improved productivity, safety and quality outcomes including the development of counterweighted platform systems, deck cantilever formwork, and a debris catchment system, with this ultimately recognised by the industry in the form of a 2021 Civil Contractors Federation Earth Award.



**FRANKSTON-DANDENONG ROAD INTERSECTION UPGRADE WORKS – MELBOURNE**

- Major Road Projects Victoria
- \$16 million

This intersection was the final piece of a 10.7 kilometre upgrade of Thompsons Road between Frankston-Dandenong Road and Berwick-Cranbourne Road in south-east Melbourne. Thompsons Road intersects with major north-south routes in the area including Mornington Peninsula Freeway, EastLink, Western Port Highway and South Gippsland Freeway, and includes a level crossing on the Cranbourne railway line.

Our scope included widening the intersection at Frankston-Dandenong Road, adding two dedicated right-turn lanes and three through lanes on all approaches, adding a dedicated left-turn slip lane on each approach so vehicles can turn left without affecting through traffic flow, and installing new traffic lights.

Utilising the COVID-19 lockdown environment in early 2020 when there were fewer cars on the road, BMD and Major Road Projects Victoria together made a bold decision to fast track four months of works into five weeks to reduce the impacts of a complete closure on the 58,000 motorists who use the intersection every day. This involved a first-class, collaborative approach to planning and traffic management and has ultimately set the benchmark for how Major Road Projects Victoria plan future transport upgrades.



# DEVELOPING AUSTRALIA'S COMMUNITIES



## SOUTH EASTERN FREEWAY - MANAGED MOTORWAYS - ADELAIDE HILLS

- Department for Infrastructure and Transport
- \$17.2 million

The Managed Motorway Measures project is jointly funded (50:50) by the Australian and South Australian governments, converting the existing emergency lanes into a third full-time travel lane and implementing a Managed Motorway on both the up and down tracks of the South Eastern Freeway between Crafrers and Stirling. The project includes an Intelligent Transport System (ITS), with variable speed limits and a lane use management system which enabled the allocation and control of lanes across the freeway to improve safety and traffic flow.

We implemented a four staged construction approach and focussed on effective and safe traffic management, to ensure the freeway remained operational for the 54,000 daily vehicles. Single lane closures were utilised to allow construction of service crossings to feed the centrally-mounted thermal incident detection cameras, with works programmed to ensure lane closures minimised impacts to traffic during peak hours.

With traffic design and management vital factors to the successful delivery of the project, our in-house design business played a critical role in developing timely temporary staging designs to ensure safe vehicle paths, as well as safety and suitability of temporary barrier and line marking alignments within each of the four stages.



## SOUTHERN SUBURBS RISING MAIN - NORTH QUEENSLAND

- Townsville City Council
- \$16.9 million

Jointly funded by Townsville City Council and the Queensland Government, the Southern Suburbs Rising Main project has helped reduce pressure on Townsville's sewerage network. It also provided new capacity for the key defence and economic precincts of Lavarack Barracks, the Townsville Hospital, and James Cook University, and supports future population growth in the southern and western suburbs of Townsville, catering for 20,000 new residents.

The pipeline has a combined length of 11.2 kilometres, with our section of the project including the installation of a new 3.8 kilometre high-density polyethylene trunk main running from Oonoonba to the Cleveland Bay Purification Plant, and construction of a return recycled water main to be used as part of Townsville's Recycled Water Re-use Scheme.

With approximately 70% of the project located in tidal areas, we overcame the technical challenges of scheduling works around low tidal periods, working within the groundwater table, poor subsurface materials, and the treatment and disposal of 70,000m<sup>3</sup> of combined acid sulphate soil and water.



## DONNYBROOK ROAD - NORTHERN GROWTH CORRIDOR OF MELBOURNE

- MAB Corporation and Gibson Property Corporation
- \$29 million

The Donnybrook Road Upgrade was undertaken to complement the rapid growth of Merrifield, located within Hume City Council in the northern growth corridor of Melbourne. As one of the fastest growing, mixed-use, master-planned communities in Australia comprising around 900 hectares and with 5500 people already calling Merrifield home, it has the capacity to accommodate 22,000 people and 30,000 jobs over the next 20 years.

BMD was engaged as principal contractor for the construct only project which was delivered in two sections, RD02 and RD03, totalling 2.5 kilometres to upgrade Donnybrook Road to be able to safely handle the projected high traffic volumes.

We employed dynamic smart engineering solutions to address risks and technical complexities including extensive latent conditions of existing assets, a significant number of services, management of various utility service authorities, construction within a busy brownfield corridor, and supply chain disruptions due to COVID-19. Our people proactively met these challenges through the creation of separate work zones, using multiple work crews, minimising risk by using risk abatement applications, and developing multiple delivery programs for various scenarios.



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



**NEW BEITH ROAD – LOGAN, BRISBANE’S SOUTH**

- Logan City Council
- \$11.5 million

BMD delivered one of Logan City Council’s first tier one projects (over \$10 million) as part of their Pre-Qualified Supplier Panel.

We were contracted to upgrade the existing New Beith Road in Greenbank, to minimise the impact of flooding. To achieve this, we constructed two large culvert bridges and earthwork embankments, with most of these works completed offline through the design and construction of temporary roads. The length of the project corridor was 1.6 kilometres and incorporated an asphalt overlay, landscaping, stormwater, and guardrails.

We managed several complexities during construction through value engineering, including the implementation of detailed traffic management processes and significant community liaison with local residents and stakeholders. Our team ultimately delivered a quality project on time and on budget, receiving positive feedback from locals.



**OAKDALE EAST INDUSTRIAL ESTATE – WESTERN SYDNEY**

- Goodman and Brickworks joint venture site
- \$12 million

Bolstering our industrial development capability, the Oakdale project involved the construction of a five-lot industrial subdivision on an existing Austral Bricks site. We completed over 120,000m<sup>3</sup> of earthworks, designed and constructed seven-metre-high retaining walls, and delivered drainage and utilities works on the 12.6 hectare parcel of land.

A key challenge was services lead-in and reticulation coordination for the infrastructure on Old Walgrove Road to facilitate upgrade works for the entrance to the industrial subdivision. We coordinated service relocation works concurrent with a 12 metre deep lead in sewer line and deep excavation maintenance shafts works by the client nominated contractor. These works were successfully completed in the narrow verge corridor, maintaining live traffic past the work front and providing unrestricted construction access to builders within the subdivision.

Our relationship based approach to business resulted in builder, Richard Crookes Constructions gaining early access to four out of five sites to commence their works concurrently with ours.

WE SEE THINGS DIFFERENTLY

# CREATING VIBRANT COMMUNITY SPACES

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



## THE MILL WATERPARK – PETRIE

— Moreton Bay Regional Council  
— \$10.5 million

Named one of the best places to play in all of Queensland, we were proud to deliver Moreton Bay Regional Council's first ever free water park and play space at Petrie. The space caters for families and children of all ages, featuring playgrounds for younger and older children, a flying fox, splash pad with a water bucket, extensive green space with cricket pitch, and a sheltered barbecue area.

Positioned at the entry boulevard of Moreton Bay's new urban centre, the parkland is a critical part of the arrival sequence which draws-in the local community. We delivered an integrated open space corridor, and best practice accessibility features, which form an important part of the entire park.

Committed to delivering whole-of-life value, we constructed all buildings, permanent furniture and fencing out of cement based or metal products. We also delivered direct savings to our client through self-performance of challenging infrastructure in the large lighting towers and the waterplay slab, which required forming a channel with a laser cutter to construct a polystyrene form, held into place with a nylon anchor system.

Families and children of all ages are already enjoying this invaluable visionary community project which attracts the whole of Moreton Bay to experience.



## THE DUNES, EAST POINT – MACKAY

— Urbex  
— \$4.5 million

The delivery of the Dunes at East Point in Mackay is an example of our vertically integrated delivery model where BMD Group businesses collaborate to achieve outstanding results.

This led to the integration of innovative design solutions which ensured constructability and design intent were uncompromised for a superior end product, and the delivery of construction and landscaping construction works concurrently, rather than sequentially, to achieve a reduced program.

An environmentally sensitive site, our team was faced with challenges presented by the sand subgrade. This required detailed planning and execution to ensure the best product was produced while preserving the environment and natural beauty of the sea-side site.



## MINNIPPI GOLF COURSE – BRISBANE'S SOUTH

— Urbex and Brisbane City Council  
— \$22 million

We commenced the delivery of Brisbane City Council's Minnippi Golf Course located south of the Brisbane CBD.

We delivered a design that delicately balances the retention of vegetation and the playability of the course. In a first for Brisbane, the course has been designed with routing, paths and bridges laid out to provide a combination of traditional front and back nines, as well as an option of a six-hole course for users to tailor their experience dependent on time.

Our team overcame a myriad of technical challenges including sensitive management to ensure cultural heritage was respected and retained, development of essential connections across registered waterways and associated flora and fauna intricacies, and significant water management through an integrated stormwater harvesting network to remove reliance on town water.

The layout of the course runs along the bends of Bulimba Creek, bringing challenges in the design responding to tide level movements and sea levels of an area with natural levels close to the highest astronomical tide of the creek. We delivered a berm system around the golf play areas of the course to ensure playing surfaces are protected, and flood modelling has ensured flood flows were adequately allowed through the course without worsening impact on adjacent communities.



THE BMD WAY

# OUR LEADERS



**Mick Power AM**

GROUP BOARD  
CHAIRMAN



**Scott Power**

GROUP DIRECTOR  
CHIEF EXECUTIVE OFFICER

## BOARD OF DIRECTORS

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**Craig Mortensen**

GROUP EXECUTIVE DIRECTOR  
CHIEF FINANCIAL OFFICER



**Paul Fogarty**

GROUP EXECUTIVE DIRECTOR  
CONSTRUCTION



**Dare Power**

GROUP EXECUTIVE DIRECTOR  
PEOPLE AND PROCESS

## OPERATIONAL MANAGEMENT

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**Jeff Gallus**

EXECUTIVE GENERAL  
MANAGER –  
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

---



**Colin Mitchell**

GENERAL MANAGER –  
STRATEGY



**Patrick Pearl**

GENERAL MANAGER –  
SYSTEMS



**Steve Thomas**

GENERAL MANAGER –  
HUMAN RESOURCES AND  
INDUSTRIAL RELATIONS



**Christopher Tuttiett**

GENERAL COUNSEL



**Simone Gooding**

GENERAL MANAGER –  
FINANCE AND AUDIT



**Cameron Gillespie**

FINANCIAL CONTROLLER



**Tony Hennessy**

GENERAL MANAGER –  
CORPORATE SERVICES



**Craig Smith**

GENERAL MANAGER –  
COMMERCIAL AND RISK



COLLABORATIVE



STRIVING TO  
DO BETTER



EMPOWERING



WE SEE THINGS  
DIFFERENTLY

[bmd.com.au](http://bmd.com.au)

