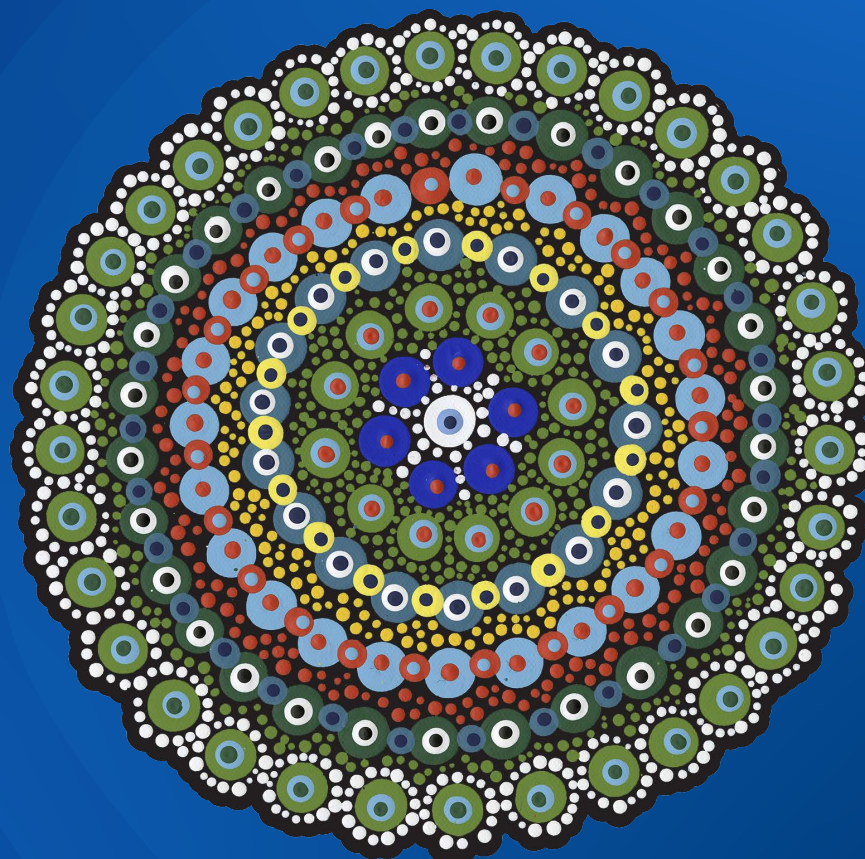




BMD Stretch Reconciliation Action Plan **Progress Report**

Reporting period 1 March 2025 to 30 June 2026

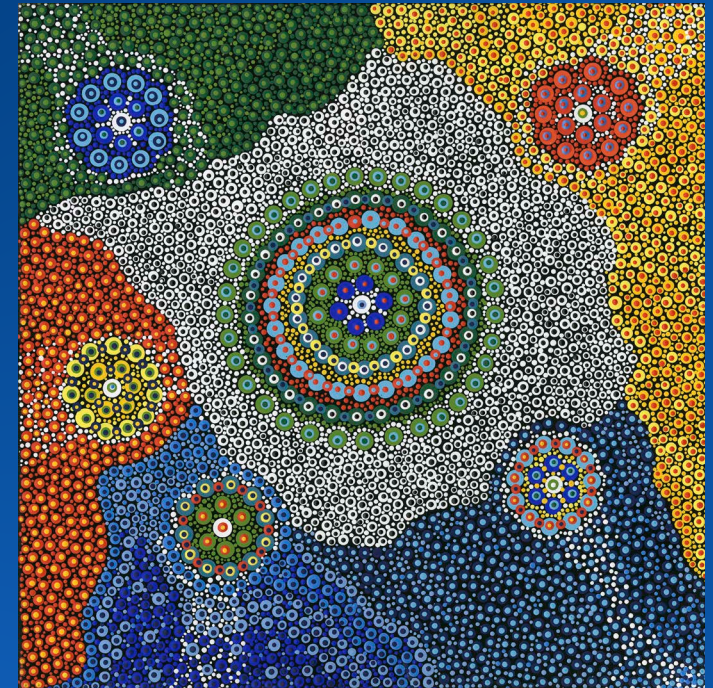


ACKNOWLEDGEMENT OF COUNTRY AND TRADITIONAL CUSTODIANS

The BMD Group acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of Australia. We recognise their continuing connections to their lands, waters, cultures and communities. We pay our respects to Aboriginal and Torres Strait Islander cultures and to Elders, past and present.

Terms used

Throughout this report, the terms Aboriginal and Torres Strait Islander, First Nations and Indigenous peoples are used interchangeably. For the purpose of this report, these terms refer to Aboriginal and/or Torres Strait Islander peoples of Australia. BMD acknowledges that these terms do not reflect the diversity of Aboriginal and Torres Strait Islander peoples across Australia, and that many peoples prefer to be known by their Nations or other cultural identity.



About the artwork

'Jarndu' by Gija/Bunuba artist Eulalia Martin is a captivating piece of artwork that encapsulates the very essence of BMD's values. At its core, this piece is a testament to the power of unity and togetherness, drawing inspiration from the deep-seated connections BMD holds with the land, sea, and sky. Just as a family thrives on shared values, support, and growth, so does the BMD community, bound by a collective spirit that embraces Family, Collaborative, Empowered and Driven. Through vibrant colours and intricate details, 'Jarndu' weaves a visual narrative that resonates with the heart and soul of BMD's philosophy, inviting viewers to delve into a world where kinship and progress intertwine.

ARTIST Eulalia Martin (Gija/Bunuba)

TITLE 'Jarndu'

YEAR December 2022

MEANING Family

CENTRE BMD as a whole, surrounded by BMD's core values, with connections to the land, sea and sky

FOREWORD

Since BMD was established in 1979, our business has been built on strong relationships – with our people, clients, delivery partners, supply chain and the communities in which we operate.

That foundation continues to guide our approach to reconciliation. It means listening early, engaging respectfully, creating shared opportunities and delivering outcomes that extend beyond the infrastructure we build.

This is BMD's first report on our corporate Stretch Reconciliation Action Plan and represents an important milestone in our reconciliation journey. It reflects our continued progress from commitment to measurable action, and towards embedding reconciliation into the way we do business. As a Stretch RAP organisation, BMD has committed to a defined set of measurable actions and deliverables established with Reconciliation Australia, providing a clear framework for accountability and progress.

Developed with the counsel of proud Bundjalung woman Jenni Walke of Elephant in the Room Consulting, our Stretch RAP sets practical and accountable commitments across community engagement, cultural learning, employment, procurement and governance. These commitments are not separate from our business strategy. They are part of how we power futures, create enduring legacies and support Aboriginal and Torres Strait Islander peoples, businesses and communities to create meaningful social and economic outcomes.

This report provides a transparent account of our progress, achievements, challenges and learnings as we continue to implement the Stretch RAP across the BMD Group. It recognises

the work underway across our regions, projects and corporate functions, including stronger engagement with Traditional Owners and communities, growth in First Nations employment and procurement, the development of a national cultural learning program and resources, and strengthened governance to support greater accountability.

We also recognise that reconciliation is a long-term responsibility. While progress has been made, meaningful change requires consistency, humility, shared ownership and continued action.

Our focus remains on strengthening relationships with Aboriginal and Torres Strait Islander stakeholders, supporting economic self-determination, building culturally safe workplaces and ensuring reconciliation is considered in the way we plan, tender for, deliver and review our work.

We have seen firsthand the value that First Nations knowledge, participation and perspectives bring to our people, projects and partnerships, reinforcing the importance of creating positive, meaningful and lasting outcomes together. These opportunities can create role models, support intergenerational wealth and contribute to greater equity across our industry, communities and economy.

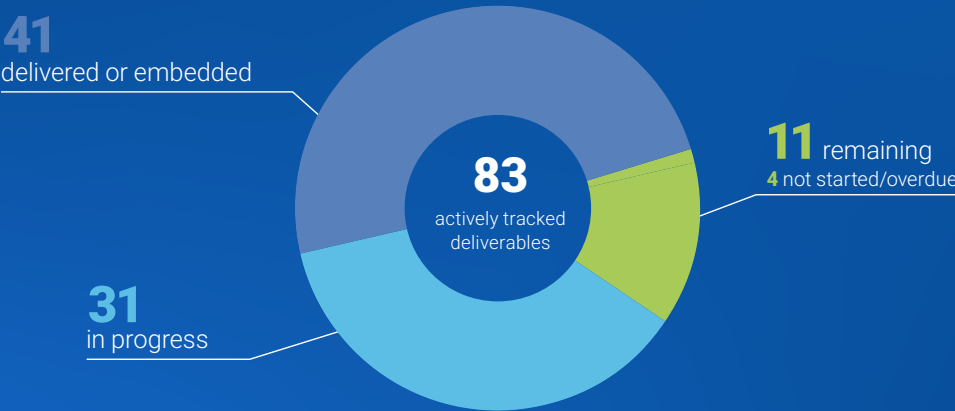
As we continue our Stretch RAP journey, this inaugural report supports our ability to measure, communicate and improve our impact. It provides an opportunity to recognise the progress made, be open about where further effort is required, and reaffirm our commitment to working respectfully and collaboratively with Aboriginal and Torres Strait Islander peoples to create enduring social, cultural and economic outcomes.



Scott Power
Group Director – Chief Executive Officer

WHAT WE ARE MOST PROUD OF

BMD's Stretch RAP runs from March 2025 to March 2028 and comprises 88 deliverables across the formal pillars of Relationships, Respect, Opportunities and Governance, delivered through BMD's Community, Employment and Education, and Procurement pathways. Of the 88 deliverables, 83 are actively tracked during this reporting period, with five governance deliverables scheduled for the end of the RAP cycle.



OUR COMMITMENT



41 of the 83 actively tracked deliverables are delivered or now embedded as business as usual, with a further 31 in progress and four flagged as not started or overdue.



The Stretch RAP was launched in June 2025 at BMD's Port of Brisbane headquarters on Quandamooka Country, with a Welcome to Country by a local Quandamooka Elder, dancers and a smoking ceremony. BMD Meet the Buyer events were also held as part of the launch across participating locations.



BMD has progressed through all three tiers of Reconciliation Australia's RAP framework, from our first Reflect RAP in July 2017 to the Stretch RAP launched in June 2025.

OUR SOCIAL AND ECONOMIC IMPACT

\$73.5M

spent with First Nations businesses in FY2025-26, representing 3.52% of BMD's \$2.09 billion procurement spend.

Around

130 unique First Nations businesses

have engaged BMD's First Nations Business Guide and completed the expression of interest form on the BMD website since its launch.

\$280.6M

spent with 360 unique First Nations businesses since FY2017-18, representing 2.56% of procurement spend across the period.

14 First Nations suppliers

received more than \$1 million in work in FY2025-26, compared with one in FY2016-17.

206 First Nations businesses

engaged in FY2025-26, up from 41 in the pre-RAP baseline year of FY2016-17.

OUR PEOPLE

First Nations employees reached a peak of

92 (3.85% of the BMD workforce)

in April 2026, compared with 25 employees (1.90%) in FY2016-17. BMD's Stretch RAP commitment is to reach 4% by 2026 and continue increasing representation by one percentage point year-on-year, with an ambition of 6% by 2028.

19 First Nations employees

now hold a management or supervisory leadership role at BMD.

Frontline Leaders cultural learning training

was delivered across South East Queensland, Darwin, Newcastle, Canberra, Melbourne, Adelaide and Townsville, and an executive cultural immersion was held on Quandamooka Country at the QUAMPI Arts and Culture Centre.

142 frontline leaders participated

36 executive and senior leaders

The mandatory 'Walking Together: First Nations at BMD' induction module and four complementary cultural protocol modules were launched during National Reconciliation Week 2026. There were five national cultural learning modules launched, 142 frontline leaders participated in cultural learning and 36 executive and senior leaders completed cultural immersion and racism education.

BMD's First Nations **Yarning Circle launched in May 2026** and meets every two months, giving First Nations employees a direct channel into policy, employment and cultural learning decisions.

RELATIONSHIPS

Relationships are central to BMD's approach to reconciliation. Through our Stretch RAP, we are strengthening engagement with Traditional Owners, First Nations organisations and communities, with a focus on listening early, respecting culture and protocols, and creating opportunities for community perspectives to influence project planning and delivery.

With this approach, we're moving beyond transactional engagement and creating opportunities for early dialogue. This includes cultural respect, shared learning and community-led outcomes that help shape the way our projects are planned and delivered. As our reconciliation journey matures, our community commitments provide an important pathway for building trust, respecting culture and protocols, and supporting outcomes that endure beyond project delivery.

What we achieved

We maintained established relationships with a number of Traditional Owner groups, including Quandamooka and Turrbal peoples in Brisbane, Wulgurukaba and Bindal peoples in Townsville, Wurundjeri, Wathaurong and Bunurong peoples in Melbourne, Kaurna people in Adelaide, Whadjuk Noongar people in Perth, and Larrakia peoples in Darwin. New relationships are being established with the Ghungalu Nation People and Bailai, Gurang, Gooreng



Gooreng, Taribelang Bunda People in Gladstone, the Peramangk Aboriginal Corporation and M.A.C.A. outside Adelaide, and Larrakia Nation in Darwin.

We are focused on progressing several two-way partnerships, including relationships with Quandamooka, Wurundjeri, and Peramangk and Nganguraku peoples. Active discussions are also underway with other First Nations organisations and businesses as potential partnership opportunities are explored.

BMD marked National Reconciliation Week 2026 with a national corporate livestream panel, reaching 303 people across offices and sites and generating 43 live reactions. Post-event communications were opened by more than 564 people, with additional views of the recording following the event.

We collaborated with CPB, Georgiou, Coates and GHD, alongside broader engagement with clients, joint venture partners and delivery partners, and we continued to promote reconciliation publicly through BMD's corporate channels, LinkedIn, Facebook and Instagram.

What we learned

Community engagement continues to present an opportunity to strengthen consistency across our locations. While strong relationship models are established in Townsville, Melbourne, Adelaide, Perth and Darwin, there is an opportunity to build deeper connections in Sydney and establish new relationships in the Australian Capital Territory. The success of these locations reinforces the value of locally led engagement, with local leaders owning relationships and supported by the corporate team. We will continue to apply and adapt this approach across the business, including identifying more effective ways to engage communities earlier during the project tendering phase.

The unconscious bias and racism education delivered to executives and senior managers also provided valuable insight and created a strong foundation for further action. Participants expressed a clear appetite for more practical guidance to help translate the learning into day-to-day leadership, team and project environments. In response, Corporate Communications is developing practical guidance to support senior leaders to communicate confidently and consistently about anti-discrimination and BMD's position against racism. This represents an important opportunity to strengthen leadership capability, reinforce our expectations and embed these principles more consistently across the business in the year ahead.



BMD National Reconciliation Week 2026 panel: Indigenous Program Manager Dart Johnson, Brisbane Lions AFLW player Dakota Davidson, Stirling Mawby Bajara Plant Hire Managing Director, Sustainability and Indigenous Operational Lead Rebecca Burke and Area Manager John Nash.

Relationships commitments

Relationships – Stretch RAP commitment status

Stretch RAP action and deliverable	Status	Performance and evidence
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations, including formal two-way partnerships and active engagement with key regional stakeholders.	In progress	Maintained: Quandamooka and Turrbal (Brisbane); Wulgurukaba and Bindal (Townsville); Wurundjeri, Wathaurong, Bunurong and Kinaway Chamber of Commerce (Melbourne); Kurna (Adelaide); Whadjuk Noongar (Perth); NTIBN and Larrakia Development Corporation (Darwin). Establishing: Ghungalu Nation People and BGGGTP (Gladstone); Queensland Indigenous Business Network (Brisbane); Peramangk Aboriginal Corporation and M.A.C.A. (Adelaide); Larrakia Nation (Darwin).
Build relationships through recognising National Reconciliation Week, including organisation-wide activities and local engagement by offices and projects.	In progress	NRW 2026: national corporate livestream panel featuring First Nations, community and business representatives; local and project activities across the business, including Victorian Frontline Leaders cultural learning and North East Link project activity.
Communicate BMD's commitment to reconciliation publicly.	Delivered and ongoing	Stretch RAP progress, community engagement, cultural learning, employment and procurement outcomes promoted regularly through BMD corporate channels, LinkedIn, Facebook and Instagram.
Promote awareness of RAP programs through internal and external events to advance reconciliation across BMD's business and industry.	In progress	NRW panel and webinar; RAP Program delivery workshops with Constructions and Urban; tender handovers; membership of the Indigenous Participation in Construction Committee. The RAP Procurement Sub-Committee also submitted and progressed system change requests to improve the visibility of First Nations businesses during expression-of-interest and tendering activity, with several changes delivered late in FY26.
Collaborate with at least four other like-minded organisations with RAPs to advance reconciliation.	In progress	Active collaboration with CPB, Georgiou, Coates and GHD. Broader engagement continues across clients, joint venture partners and delivery partners.
Engage Aboriginal and Torres Strait Islander staff and advisors to improve anti-discrimination policy and practice.	In progress	Working with Jenni Walke of Elephant in the Room Consulting on the corporate program. BMD Yarning Circle launched May 2026 and meets every two months. Policy review, improvements and communication to the business are underway.
Provide a minimum of two educational opportunities each year for senior leaders and managers on the effects of racism.	Completed for 2026	2026 executive and senior management immersion on Quandamooka Country at QUAMPI, and unconscious bias and racism training delivered by Elephant in the Room Consulting. Planning underway for the 2027 program.

CASE STUDY

Southern Thornlands Priority Development Area, Quandamooka Country

Soon after the Stretch RAP launch, BMD's property development business Urbex, together with project partner Harridan, was awarded the Southern Thornlands Priority Development Area project on Quandamooka Country. In line with BMD's Stretch RAP commitments, representatives from BMD's Indigenous Program Team and Urbex leadership respectfully sought to meet with key members of the Quandamooka Yoolooburrabee Aboriginal Corporation as the Native Title body for the area.

The purpose of the engagement was to present the project early, listen to the corporation's perspectives and explore opportunities for collaboration. Discussions covered

the delivery of a Part 6 study and a voluntary Cultural Heritage Management Plan, together with opportunities to incorporate First Nations procurement, employment and training pathways, Quandamooka design and artwork, and the reintroduction of native flora into the project.

Through this early, transparent and respectful engagement, BMD, Urbex, Harridan and the Quandamooka Yoolooburrabee Aboriginal Corporation have established a foundation for ongoing collaboration as the project moves toward delivery. The same approach now informs how BMD plans early engagement on other projects where Native Title bodies and cultural heritage considerations apply.



"BMD's early engagement with QYAC reflected a genuine willingness to listen and understand Quandamooka values, principles and priorities before decisions were made. Coming to the table early, being transparent about project scope, and respecting our cultural heritage processes are the things that build trust between community and industry. What has stood out in this relationship is the consistency of that approach, from the early conversations through to the development of the Cultural Heritage Management Plan. It shows what is possible when a company is willing to engage on our terms, take the time to understand what matters to Quandamooka people, and follow through on commitments over the long term, not just for the life of a single project."

Cameron Costello,
CEO of the Quandamooka Yoolooburrabee
Aboriginal Corporation (QYAC)

RESPECT

Respect is demonstrated through the way BMD listens, learns, observes cultural protocols and applies cultural understanding across its workplaces and projects. Respect is fundamental to reconciliation, and we remain committed to upholding and promoting respect in all aspects of our work.

This work includes reviewing cultural learning needs across the organisation, consulting Traditional Custodians and Aboriginal and Torres Strait Islander advisors, implementing a National Cultural Learning Strategy, and developing practical cultural protocol guidance. Together these actions are designed to improve confidence, consistency and accountability in how BMD teams acknowledge Country, seek guidance, engage with communities and embed cultural respect into everyday business practice.

What we achieved

BMD launched its three-tier National Cultural Learning Program during National Reconciliation Week 2026. The program includes the mandatory Walking Together: First Nations at BMD induction, four Cultural Protocols micro-learning modules, applied Frontline Leaders training and cultural leadership development for executives and senior managers.

The program is built on a three-tier framework: Cultural Fundamentals at Tier I, Building Cultural Understanding at Tier II, and Building Cultural Leadership at Tier III. BMD



deliberately launched the program through Frontline Leaders training, positioning leaders as visible champions to support and reinforce delivery across the business. In total 142 frontline leaders participated across seven locations — South East Queensland, Darwin, Newcastle, Canberra, Melbourne, Adelaide and Townsville — spanning frontline supervisors, project leaders and corporate representatives.

A group of 36 executive and senior leaders completed the cultural immersion on Quandamooka Country at the QUAMPI Arts and Culture Centre, together with unconscious bias and racism training delivered by Elephant in the Room Consulting.

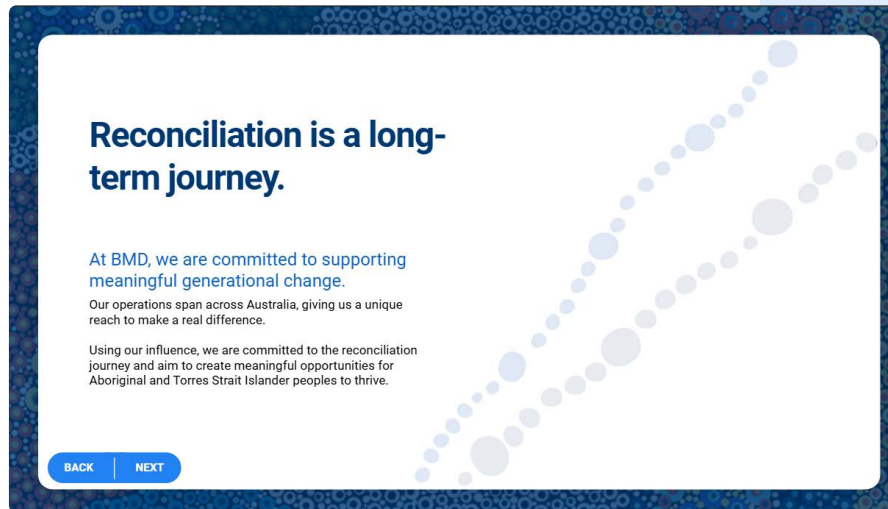
A Cultural Awareness Leadership Principles document and a First Nations Respectful and Inclusive Language Guide are now hosted on The BMD Way, giving employees practical guidance to support respectful language, engagement and leadership practice.

BMD's Cultural Heritage Core Operating Procedure has been drafted and is in final review for approval and distribution. It includes client, community and delivery team protocols and a Chance Finds Policy, providing employees and contractors with a clear process for identifying, protecting and responding appropriately to unexpected discoveries of potential First Nations cultural heritage during project works. Supporting protocols and training are in development.

What we learned

The National Cultural Learning Program was introduced in late FY26, establishing a strong foundation for broader participation across the business. As the completion deadline for the mandatory Walking Together induction fell after the 30 June reporting cut-off, year-end participation reflected a program still in rollout rather than the final completion position. In FY27, the focus will be on completing the rollout, strengthening participation reporting and evaluating how the learning is being applied across workplace and project settings to support meaningful, practical impact.

Feedback from frontline leaders highlighted an opportunity to make the training more closely reflect their day-to-day environment, with a strong appetite for industry-specific case studies, practical application tools and ongoing learning touchpoints. In response, the content was refined to better reflect construction environments, real project scenarios were incorporated and facilitation was strengthened, improving the relevance and practical value of the program across both project and corporate teams.



Respect commitments

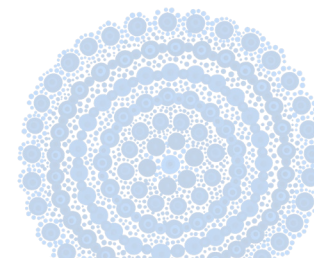
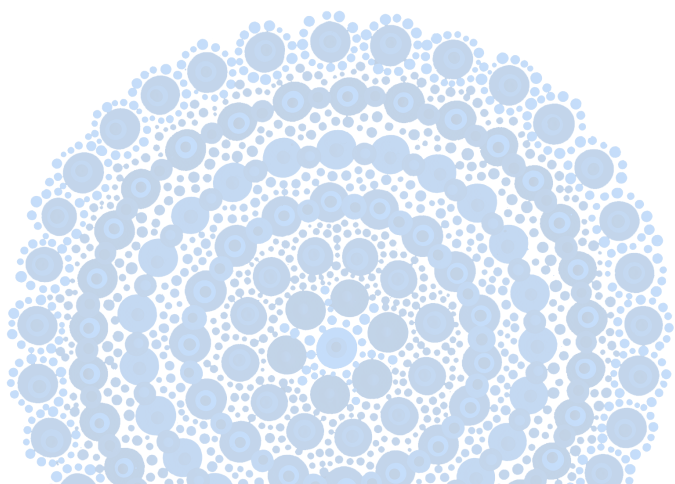
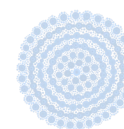
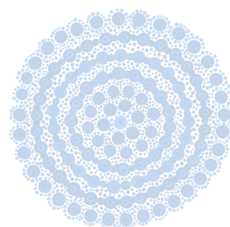
Respect — Stretch RAP commitment status

Stretch RAP action and deliverable	Status	Performance and evidence
Conduct a review of cultural learning needs within our organisation.	Completed, review cycle continuing	An initial review was completed in 2025 with BMD's First Nations consultant, Jenni Walke. The 2026 review has also been completed, with key improvement initiatives and priority focus areas identified to guide the next phase of progress.
Consult local Traditional Custodians and Aboriginal and Torres Strait Islander advisors on the design and implementation of a cultural learning strategy.	Completed and continuing	Ongoing collaboration with Jenni Walke of Elephant in the Room Consulting to deliver continuing improvements to content and delivery.
Implement and communicate a National Cultural Learning Strategy for our employees.	Delivered, rollout in progress	Three-tier program launched. Frontline Leaders training delivered to 142 participants across seven locations. Executive and senior management immersion and unconscious bias training completed for 36 leaders. Five e-learning modules launched during NRW 2026.
Deliver the 2027 cultural learning targets: 90% of permanent employees to complete Tier I; 100% of corporate HR, senior and middle management to complete Tier II; 75% of project delivery management to complete Tier II face-to-face; 75% of executive and senior management to complete Tier III.	In progress	The National Cultural Learning Program launched during National Reconciliation Week in late May 2026. By 30 June 2026, 33.5% of full-time employees had completed the Tier I 'Walking Together' induction, representing approximately one month of rollout. Tier II and Tier III delivery continues through FY2026–27.
Work with an advisor to develop Aboriginal and Torres Strait Islander Cultural Protocols to guide our interactions with Traditional Custodians and communities.	Completed	E-learning modules developed and launched. Cultural Awareness Leadership Principles and the First Nations Respectful and Inclusive Language Guide published on BMD Way.
Implement and communicate a cultural protocol document tailored for the local communities in which we operate, including protocols for Welcome to Country and Acknowledgement of Country.	In progress	BMD protocols document developed. Regional customisation is outstanding and is scheduled for FY2026–27.
Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.	In progress	Recently launched e-learning modules provide the base content; reinforcement through internal communications is continuing.

Respect commitments

Respect — Stretch RAP commitment status

Stretch RAP action and deliverable	Status	Performance and evidence
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at five significant events each year, including NRW, NAIDOC and appropriate project commencements.	In progress	Cultural protocols were incorporated across significant BMD events and project activities during the reporting period. This included Stretch RAP launch events in Sydney, Melbourne, Darwin and Brisbane; BMD Dare Awards across Townsville, Brisbane, Sydney, Melbourne, Adelaide, Perth and Darwin; the 2026 Executive and Senior Management Cultural Immersion; the 2026 National Reconciliation Week panel; and selected project activities in New South Wales, Victoria, South Australia and Western Australia.
Display Acknowledgement of Country plaques in our offices or on our buildings.	In progress	Installed across the office network
Develop a Cultural Heritage Core Operating Procedure with client, community and delivery team protocols, including a Chance Finds Policy for employees and contractors.	Complete, pending approval	Procedure drafted and complete; final draft under review for approval and distribution. Supporting protocols and training are in development.
Develop and deliver cultural heritage and community engagement training, internally and through BMD's learning and development portal.	Overdue	Delayed by the approval sequence for the Core Operating Procedure. Content development with cultural heritage experts is the priority for FY2026–27.



CASE STUDY

Building cultural confidence through Walking Together

During FY26, BMD established a three-tier National Cultural Learning Program designed to build cultural capability progressively across the organisation. The framework includes foundational learning for the broader workforce, applied learning for frontline and project leaders, and cultural leadership development for executives and senior managers.

The pathway includes the mandatory Walking Together: First Nations at BMD induction and four complementary Cultural Protocols modules focused on respectful language, cultural protocols, respecting Country and engaging appropriately with First Nations communities.

Together, the modules are designed to strengthen cultural understanding and give employees practical guidance they can apply when working with First Nations colleagues, Traditional Custodians, communities, businesses and project partners.

Creating a shared foundation

Walking Together introduces employees to BMD's reconciliation journey and the responsibilities that come with working across diverse Countries and communities.

The supporting Cultural Protocols series builds on this foundation through practical learning covering:

- ▶ respectful and inclusive language
- ▶ Welcome to Country and Acknowledgement of Country
- ▶ engaging respectfully with First Nations stakeholders
- ▶ understanding responsibilities when working on Country.

The online format enables employees across BMD's offices, regions and projects to access a consistent learning experience, while face-to-face programs allow the content to be explored through relevant workplace and project scenarios.



Frontline leaders supporting the rollout

BMD intentionally commenced the broader program through its Frontline Leaders training, recognising the influence that supervisors, project leaders and managers have on workplace behaviours and culture.

A total of 142 leaders participated in sessions delivered across South East Queensland, Darwin, Newcastle, Canberra, Melbourne, Adelaide and Townsville.

The sessions connected cultural understanding with the realities of construction and project delivery. Participants explored practical considerations involved in working respectfully with Traditional Custodians, First Nations employees, businesses and communities.

Feedback highlighted the importance of:

- ▶ construction-specific examples
- ▶ practical tools that could be applied on projects
- ▶ opportunities to continue learning beyond a single session.

In response, BMD refined the program to incorporate additional project scenarios and strengthen its relevance across both operational and corporate environments.

Learning on Quandamooka Country

Thirty-six executive and senior leaders also participated in an on-Country cultural immersion at the QUAMPI Arts and Culture Centre on Quandamooka Country.

Hosted by Ayla Costello and supported by Traditional Owners, the program included cultural knowledge sharing, artefact showcases and visits to significant locations

including Brown Lake and Myora Springs. Facilitated learning on racism and unconscious bias was delivered by BMD's First Nations consultant, Jenni Walke of Elephant in the Room Consulting, with discussion connecting the issues to First Nations experiences and broader workplace inclusion.

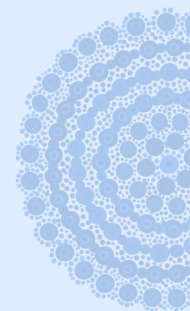
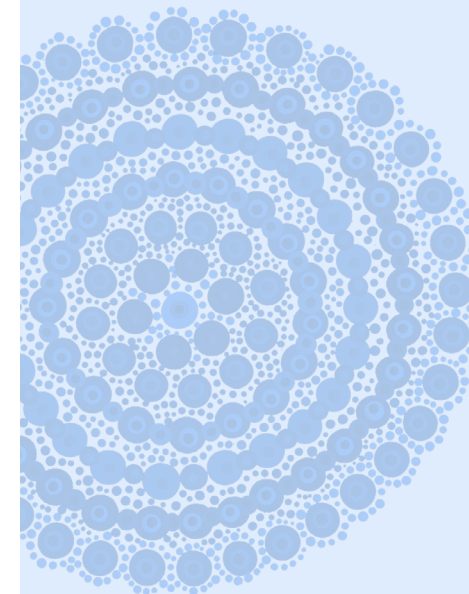
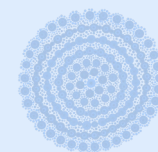
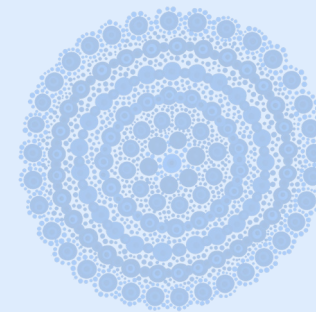
Participants identified the on-Country experience and direct engagement with Traditional Owners as particularly valuable. The program also highlighted the need to continue equipping leaders with practical tools to support cultural safety and apply RAP commitments within their teams, projects and decision-making.

Building on the foundation

The FY26 rollout established the core learning framework and resources required to support a more consistent approach to cultural capability across BMD.

The next phase will focus on:

- ▶ completing the rollout of mandatory learning
- ▶ increasing participation in the Cultural Protocols modules
- ▶ continuing Tier II and Tier III learning for leaders
- ▶ incorporating further project-based examples
- ▶ evaluating how learning is applied in workplace and project settings.



OPPORTUNITIES – EMPLOYMENT

BMD's commitments focus on creating meaningful, sustainable and culturally safe employment pathways for Aboriginal and Torres Strait Islander peoples across our business, projects and regions. Our approach recognises that employment extends beyond recruitment to creating the right conditions for attraction, retention, career development and long-term participation in the construction and infrastructure industry.

Through the Opportunities pillar we are strengthening the way we identify employment opportunities, support culturally respectful recruitment practices, build capability across hiring teams, and create clearer pathways for First Nations employees, trainees, apprentices and emerging leaders. That work involves project teams, People and Culture, training partners, community organisations and First Nations employment providers, connecting opportunities with local communities and project needs.

By creating pathways into employment and supporting employees to thrive once they join BMD, we aim to contribute to improved economic participation, stronger representation across our workforce and greater equity within our industry.

What we achieved

First Nations representation reached a high of 92 employees, or 3.85% of the BMD workforce, in April 2026, and stood at 87 employees, or 3.61%, at 30 June 2026. That compares with 25 employees, or 1.90%, in FY2016–17 before BMD's first RAP. This representation extends across the business, with 19 First Nations employees holding a management or supervisory leadership role and First Nations people represent 10.7% of BMD's 121 active trainees and apprentices.

BMD launched its First Nations Yarning Circle in May 2026, establishing a culturally safe forum for Aboriginal and Torres Strait Islander employees to connect, share experiences and contribute to business practice. Early discussions have provided insight into communication, employment pathways, cultural learning and employee engagement. As the Yarning Circle matures, BMD will report on the changes and outcomes influenced by employee feedback.

Our regional employment pathways continued to develop. In North Queensland, BMD Urban's General Foreman John Nash, a Juru man, and Foreman Luke Norford, a Djabugay man, established a pre-employment program with Australia Pacific Indigenous Personnel in which identified candidates complete a six-month pre-employment program preparing them for a career in civil construction, with full-time roles offered to those who align with BMD's expectations. The same model is now being established in the Northern Territory with GOAL Indigenous Services.

BMD signed a corporate partnership agreement with the Stars Foundation during FY26, expanding support for Aboriginal and Torres Strait Islander girls and young women through education, mentoring and employment pathways. This complements BMD's more than ten-year partnership with the Clontarf Foundation, which has supported over 20 graduates and school-leavers into employment with BMD and has been renewed to 2027. During FY26, BMD engaged more than 700 Clontarf students across Queensland, the Northern Territory, South Australia, Victoria, New South Wales and the Australian Capital Territory through career forums, site visits, sporting events and leadership camps. The BMD Ready program, delivered with Construction Skills Queensland, also provides a direct pathway into employment through a five-week classroom and project-based program, with full-time roles offered to participants who wish to continue

What we learned

There is a strong opportunity to build a more complete picture of First Nations participation across BMD. Monthly reporting currently captures our directly employed workforce, while project and labour-hire participation is not yet consistently included. A new onboarding solution will strengthen this visibility and provide a more accurate view of Aboriginal and Torres Strait Islander participation across BMD projects. There is also an opportunity to strengthen retention, tenure and progression data so we can better demonstrate how employment pathways are translating into sustainable, long-term careers.

The Yarning Circle took longer to establish than originally anticipated, reflecting the importance of creating the right structure and environment for meaningful employee participation. Now established, it provides an important

opportunity to hear directly from employees and ensure future changes are informed by lived experience. These insights are shaping a review of recruitment language, selection processes and onboarding practices, supported by BMD's external First Nations consultant, and provide a strong foundation to strengthen culturally informed recruitment and onboarding across the business.

Queensland continues to demonstrate strong First Nations representation, with North Queensland leading the business. This provides a valuable opportunity to understand what is working well and apply those learnings across other regions to build more consistent representation nationally. There is also an opportunity to strengthen support beyond recruitment, with mentoring and buddy models being developed to help First Nations employees build sustainable, long-term careers with BMD.



First Nations employment at BMD

The table below tracks BMD’s directly employed First Nations workforce against BMD’s Stretch RAP target. Figures are drawn from BMD’s monthly workforce reporting and cover permanent BMD employees only.

First Nations representation in BMD’s directly employed workforce

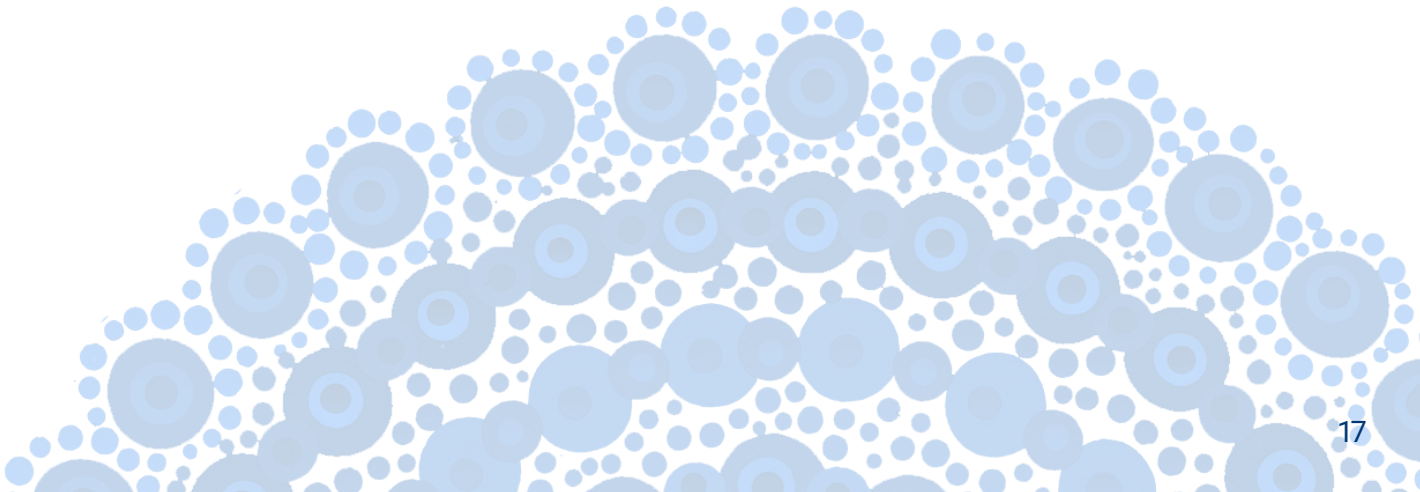
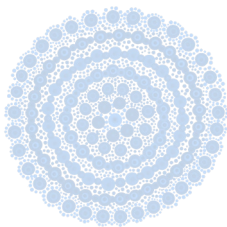
The data below reflects BMD’s directly employed workforce and does not capture all First Nations participation across joint ventures, alliances and labour-hire arrangements. Actual project participation may therefore be higher than reported and can vary by region and project pipeline.

Reporting period	First Nations employees	Total BMD employees	% of workforce	Women / men / not disclosed
June 2016–17*	25	1,300	1.90%	7 (28.0%) / 18 (72.0%) / 0
June 2024–25	69	2,262	3.05%	14 (20.3%) / 55 (79.7%) / 0
April 2025–26**	92	2,388	3.85%	18 (19.5%) / 72 (78.3%) / 2 (2.2%)
June 2025–26	87	2,612	3.61%	16 (18.4%) / 71 (81.6%) / 0

Stretch RAP commitment: 4% by 2026, with representation increasing by one percentage point year-on-year and an ambition of 6% by 2028.

* baseline data (pre-reconciliation commitment)

** Peak BMD First Nations employment count.



Opportunities – employment commitments

Stretch RAP commitment status

Stretch RAP action and deliverable	Status	Performance and evidence
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	In progress	Employment strategy aligned to Stretch RAP commitments. Youth pathways through BMD Ready, Gunyah Meta, Glenala State High School and Murra Pathways. Monthly workforce reporting, retention and progression tracking, and a shift on projects toward permanent hire rather than labour hire.
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	In progress	Monthly BMD workforce data available for review. Project employment data awaits implementation of a new onboarding solution. The Yarning Circle is now providing qualitative employee insight.
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	In progress	Vacancies advertised through ATSIJobs, with a second specialist provider being sourced. Youth engagement through Clontarf Foundation, Stars Foundation, Gunyah Meta, Murra Pathways and Glenala State High School. Pre-employment pathway with Australia Pacific Indigenous Personnel in North Queensland.
Review recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation.	In progress, delayed	Review of recruitment language, selection process and onboarding is underway with advice from BMD's external First Nations consultant. The review was deliberately sequenced behind the Yarning Circle so that employee experience could inform it, and the Yarning Circle launch delay has flowed through to this deliverable.
Increase Aboriginal and Torres Strait Islander employee retention, development and leadership opportunities.	In progress	Employment and Education sub-committees progressing capability in culturally safe ways. Feedback sought through Yarning Circles held every two months. Mentoring program trials underway in Brisbane. Nineteen First Nations employees currently hold a management or supervisory leadership role.
Create project-based employment, traineeship and apprenticeship pathways.	In progress	The BMD Ready program, delivered with Construction Skills Queensland, is a five-week program guaranteeing a full-time role on completion. School-based and work-experience pathways delivered with Glenala State High School and the Clontarf Foundation. First Nations people represent 10.7% of BMD's 121 active trainees and apprentices.

Opportunities – employment commitments

Stretch RAP commitment status

Stretch RAP action and deliverable	Status	Performance and evidence
Explore and commit to a minimum of two long-term and mutually beneficial partnership opportunities with organisations like the Clontarf Foundation that facilitate and support employment pathways for Aboriginal and Torres Strait Islander peoples including: 100% owned and managed labour hire and recruitment organisations to support increase in Aboriginal and Torres Strait Islander peoples - Stars Foundation - Cowboys House - Hymba Yumba Independent School.	Delivered and ongoing	Corporate partnership agreement signed with the Stars Foundation. Clontarf Foundation partnership renewed to 2027. Australia Pacific Indigenous Personnel in Townsville and GOAL Indigenous Services in the Northern Territory. Major sponsor of Gunyah Meta's annual employment event for three years through BMD's association with Gawun Supplies.
Remove systemic barriers to participation, including driver licence programs.	In progress	Driver licence partnership programs underway. Localised pathway partnerships with Indigenous providers are being formalised.



CASE STUDY

A pathway shaped around individual aspiration

Alyssa Ivinson's engagement with BMD began through a school partnership with Glenala State High School. At 17, Alyssa commenced work experience on BMD Urban's Teviot Road project, gaining early exposure to civil construction and the range of careers available across the industry.

Through a high school STEM program, Alyssa continued her involvement with BMD with the support of a mentor, building on her practical experience while completing the program. In 2025, she was named the Queensland Resources Council's STEM Student of the Year.

This pathway was supported through a culturally responsive employment model designed to provide holistic support at every stage. It combined a dedicated culturally appropriate support person to provide guidance, encouragement and cultural safety; a workplace buddy to help build confidence and navigate day-to-day workplace experiences; and structured support from Human Resources to coordinate opportunities, mobility, wellbeing, onboarding and career development. Together, these layers of support created a trusted environment for Alyssa to explore her interests and build capability.

Through mentoring, Alyssa identified a strong interest in cultural heritage, and BMD worked with her to broaden her experience, including an opportunity connected with the Southern Thornlands Priority Development Area with Urbex.

Alyssa's experience demonstrates the value of early industry exposure and employment pathways that respond to an individual's interests, strengths and aspirations.

"I felt like I was thrown into the deep end not knowing how to swim, then lifted back up and shown how to swim. Having such an amazing support team around me has made all the difference." **Alyssa Ivinson, BMD**

School partnership

Glenala State High School and STEM exposure

► Work experience

Placement on the Teviot Road project as a school-based trainee undertaking a Certificate III in Engineering.

► Mentoring and exploration

Regular support and exposure to cultural heritage.

► Employment and development

Transition to part-time Engineering Undergraduate while continuing her Certificate III in Engineering, with a view to university study in 2027.

Another pathway in action: Coby Smith

Through BMD's partnership with the Clontarf Foundation, Coby Smith connected with BMD at the South East Queensland Employment Forum in 2025.

In December 2025 Coby completed a one-week work experience placement across multiple business units, gaining exposure to civil construction and its career pathways. His interests in environmental management,

including sustainability, water quality, ecology and cultural heritage, were identified and supported through targeted mentoring and practical learning.

Coby has since transitioned into full-time employment within BMD Constructions Queensland's environmental team, with support to pursue further study in environmental science and sustainability and is contributing to a live BMD bid.

His pathway demonstrates how school and community partnerships, practical experience and targeted mentoring can support the transition from education into employment.

Building regional employment pathways

BMD's work with Australia Pacific Indigenous Personnel has strengthened the employment pathway between First Nations students, local communities and project-based roles across North Queensland. The partnership supports candidate readiness, onboarding and project placement, providing a practical bridge between early community engagement and employment in civil construction.

Working with a North Queensland-based First Nations business also brings local knowledge of community relationships, candidate support needs and the practical requirements of project mobilisation.

BMD is now establishing a similar approach in the Northern Territory with GOAL Indigenous Services. Further reporting will focus on the number of candidates engaged, project placements, transitions into direct BMD employment and retention outcomes.



OPPORTUNITIES – PROCUREMENT

Through the Opportunities pillar, BMD is working to increase the participation of Aboriginal and Torres Strait Islander businesses in our supply chain and embed First Nations procurement earlier in tendering, estimating and project delivery.

Our focus is on reducing barriers to participation, building repeat supplier relationships and improving visibility of procurement outcomes across BMD's regions and projects. In FY26, BMD recorded its strongest First Nations procurement result to date and progressed systems and process changes intended to make supplier engagement more consistent across the Group.

What we achieved

Across BMD-led projects and operations, and BMD joint venture projects, \$73.5 million was spent with First Nations businesses in FY26, representing 3.52% of \$2.09 billion in procurement spend across 206 unique First Nations businesses. This was BMD's strongest result to date and represents continued progress towards the Stretch RAP procurement target. These outcomes were also supported through BMD's joint venture delivery partnerships during FY26, including CPB, McConnell Dowell, Georgiou, We Build, Acciona, Abergeldie and Seymour Whyte.

Compared with 1 supplier in the pre-RAP baseline year of FY2016–17, 14 suppliers received more than \$1 million in work during FY26, demonstrating both broader participation and an increase in the scale of individual supplier relationships.

BMD also progressed changes to its procurement processes and systems to identify First Nations businesses earlier. Tender handovers now record First Nations requests for pricing, while the First Nations Business Guide and online expression-of-interest process provide businesses with a clearer pathway into BMD's supply chain. Approximately 130 businesses have used the process since it was introduced, with submissions reviewed by regional procurement managers and suitable businesses connected with estimating and project opportunities.

What we learned

The strongest procurement outcomes were achieved on projects where First Nations participation was considered during tendering and project handover, rather than after delivery had commenced. BMD is therefore strengthening its estimating, tender-handover and project-reporting processes so that supplier opportunities are identified earlier.

Data visibility has improved through BMD's First Nations procurement dashboard, which tracks spend, requests for pricing, project activity and supplier certification. Further work is required to establish consistent definitions and reporting methods, particularly as the National Indigenous Australians Agency's revised ownership and control definition takes effect from 1 July 2026.

There is also more work to do to understand how First Nations businesses experience BMD's onboarding, prequalification and tendering requirements. The First Nations Business Guide has improved the initial point of entry, while broader process reviews and barrier identification continue.

BMD-only procurement performance

The table below tracks First Nations procurement performance from the pre-RAP baseline year through to FY2025–26, together with the cumulative position across BMD's RAP journey.

First Nations procurement performance, FY2016–17 to FY2025–26

Period	First Nations spend	Total procurement spend	% of spend	First Nations suppliers
FY17 baseline	\$4.67M	\$1.00bn	0.47%	41
FY18	\$6.47M	\$1.13bn	0.57%	56
FY26	\$73.5M	\$2.09bn	3.52%	206
Since FY18	\$280.6M	\$10.90bn	2.56%	360 unique

Supplier certification and registration are monitored through BMD's First Nations procurement dashboard. Reporting classifications will be reviewed in FY27 to align with the revised National Indigenous Australians Agency definition applying from 1 July 2026.

First Nations spend by supplier certification status

Classification	FY2025–26 spend	% of year	FY2017–18 to FY2025–26	% of total
Certified (Supply Nation)	\$25,708,380.76	51.17%	\$145,827,447.20	52.07%
Certified (other schemes)	\$4,473,987.10	8.91%	\$47,328,778.30	16.90%
Registered (Supply Nation)	\$18,852,458.40	37.53%	\$72,423,289.68	25.86%
Registered (other schemes)	\$1,201,567.04	2.39%	\$14,480,904.14	5.17%
Total	\$50,236,393.29	100.00%	\$280,018,980.07	100.00%

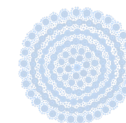
First Nations procurement is primarily delivered through BMD Group projects and BMD-led joint ventures. The ten projects below recorded BMD's highest First Nations spend during FY2025–26.

Together, BMD's top 10 projects accounted for \$30.47 million in First Nations procurement during FY26, representing 60.6% of BMD's total \$50.31 million First Nations procurement spend.

Top 10 FY26 project spends

Project	State
1. Port to REZ	NSW
2. Hope Downs 1 Tunnels	WA
3. Iron Bridge Tailings – Stage 1B & 2	WA
4. New Richmond Bridge - Stage 1	NSW
5. MRPV Point Cook Intersection	VIC
6. Moorebank Avenue Realignment Work	NSW
7. KWRP Upgrade	WA
8. Teviot Road, Flinders Lake EXT 1	SEQ
9. Summerfield Tepko Substation	SA
10. Riverway Drive - Stage 2	NQ

BMD also contributed to First Nations procurement outcomes through a number of joint venture and alliance projects during FY26, including Armadale Line Upgrade – Armadale Line Upgrade Alliance; Western Sydney Airport – Aerowest Joint Venture; Darwin Shiplift – BMD/Clough Joint Venture; North East Link – BMD/CPB Joint Venture; Fitzroy River Bridge – Fitzroy Bridge Alliance; and the ABK Joint Venture.



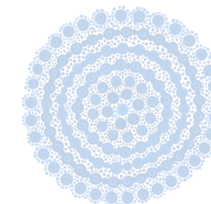
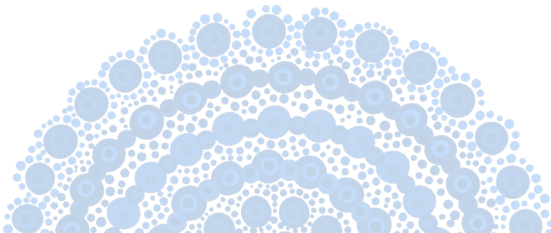
Opportunities – procurement commitments

Accountable teams for this pillar are Procurement, the Indigenous Program Team, the Procurement Sub-Committee, tender and estimating teams, project and commercial teams, Finance, and the RAP Program Delivery Group.

Opportunities – Stretch RAP commitment status

Stretch RAP action and deliverable	Status	Performance and evidence
Invest 5% of annual procurement spend through Aboriginal and Torres Strait Islander-owned businesses across projects within our operational control by March 2028.	In progress	Across BMD and BMD-led joint ventures, \$73.5 million, or 3.52% of \$2.09 billion in procurement spend, was spent with 206 unique First Nations businesses in FY2025–26. This is BMD's strongest result and represents progress from a pre-RAP baseline of 0.47% (FY2016–17).
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	In progress	First Nations Business Guide delivered and Commercial Project Standard updated. Tender handovers now capture First Nations requests for pricing, with further estimating-system improvements in development.
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	In progress	Strategy document being drafted in collaboration with BMD's First Nations consultant.
Review and update procurement policies, systems and procedures to reduce barriers for Aboriginal and Torres Strait Islander businesses.	In progress	Onboarding complete through the First Nations Business Guide and website expression of interest process. Prequalification and tendering reviews continuing; barrier identification ongoing.
Build relationships with Aboriginal and Torres Strait Islander suppliers, business chambers and industry partners.	In progress	BMD is a corporate member of Kinaway Chamber of Commerce, an active participant and guest speaker at Yarpa Business Hub events, and a long-standing member of the Queensland Indigenous Participation in Construction Committee, including its Meet the Buyer activities. BMD also maintains an active presence at First Nations supplier and industry events, with 10 employees having attended Supply Nation Connect and Indigenous Participation in Construction Committee events held across Queensland in Townsville and on the Gold Coast during 2025. BMD is currently finalising the terms and conditions to become a Silver Corporate Member and Founding Partner of the Queensland Indigenous Business Network.

Stretch RAP action and deliverable	Status	Performance and evidence
Embed First Nations procurement expectations into tendering, project start-up and delivery governance.	In progress	BMD continued to work with major delivery partners to embed First Nations procurement expectations and reporting into project delivery arrangements. The RAP Procurement Sub-Committee is also progressing estimating and post-award improvements, supported by a First Nations procurement dashboard reporting requests for pricing, project activity and spend.
Host at least one BMD-specific Meet the Buyer industry event per state and territory each year.	Completed 2025	BMD-hosted Meet the Buyer events were held in Sydney, Melbourne, Darwin and Brisbane in May 2025 as part of the Stretch RAP launch, with approximately 210 attendees across the four events.
Maintain commercial relationships with at least ten Aboriginal and Torres Strait Islander businesses nationally.	Complete and ongoing	206 First Nations businesses engaged during FY2025–26, of which fourteen received more than \$1 million of work.
Identify two Aboriginal and Torres Strait Islander businesses each year to mentor and support capability development, and provide mentoring support to at least three organisations or communities.	In progress	BMD is currently mentoring three First Nations businesses.
Explore new relationships with at least two key organisations or industry committees that promote Aboriginal and Torres Strait Islander businesses.	In progress	Engagement continuing with industry bodies and chambers of commerce across the regions in which BMD operates.
Improve procurement reporting, governance and visibility of Aboriginal and Torres Strait Islander supplier outcomes.	Delivered and ongoing	First Nations spend dashboard tracks spend by group, region, business unit, project and creditor, by certification status and as a percentage of project spend. Reported to the RAP Program Delivery Group, the RAP Executive Steering Committee, monthly Constructions Leadership Team reports and this annual report. BMD incorporated Indigenous RFP reporting to improve visibility of engagement with First Nations businesses across pre-contract and project activity. The First Nations spend dashboard also tracks spend by group, region, business unit, project and creditor, certification status and percentage of project spend.



CASE STUDY

Growing together across regions

BMD's relationship with First Nations-owned asphaltting and line-marking business B.A. Road Services began in Melbourne in 2021.

Since then, the business has remained one of BMD's leading First Nations suppliers and has received \$28.7 million in work across BMD's RAP journey, making it BMD's largest First Nations supplier by cumulative spend. The relationship was also recognised through a Kinaway Corporate Partnership Award.

When the business began expanding into South East Queensland, BMD maintained regular contact and identified opportunities to price and deliver work in the new market, including significant packages for BMD Urban on the Sunshine Coast.

The relationship demonstrates how repeat opportunities and engagement across regions can help capable First Nations businesses build stronger pipelines and enter new markets.

Supplier growth in action: Bajara Plant Hire

BMD first engaged Bajara Plant Hire on the RAAF Base Tindal project when additional earthmoving support was urgently required. Strong performance on site led to recommendations across BMD and subsequent opportunities on projects including Haughton Pipeline,

Clarke Creek Wind Farm and Northshore Hamilton. The relationship has since grown to more than \$15 million in cumulative plant-hire services. As the relationship has grown, Managing Director Stirling Mawby has also contributed to BMD First Nations business panels, including BMD's National Reconciliation Week panel in May 2026, sharing practical perspectives on First Nations business participation.

FY26 supplier profile: Eather Group

First Nations family business Eather Group delivered bulk earthworks and material-supply services across projects at RAAF Base Richmond, HMAS Albatross and New Richmond Bridge during FY26.

Having initially engaged Eather Group in late 2024, BMD spent \$2.16 million with the business during FY2025–26, with discussions underway about future pipeline opportunities.

"It is clear BMD's commitment to reconciliation and collaboration with First Nations businesses is genuine. Their family values align closely with Eather Group's, and their engagement intentions are authentic."

Eather Group



GOVERNANCE

BMD’s Stretch RAP is governed through a RAP Executive Steering Committee, a RAP Program Delivery Group that coordinates regional delivery and evidence capture, and three pathway sub-committees covering Community, Employment and Education, and Procurement. The Diversity and Inclusion Committee provides broader oversight of diversity, equity and inclusion across the BMD Group, and the BMD Yarning Circle provides a direct First Nations employee voice into the program.

Progress is tracked against 88 deliverables over the March 2025 to March 2028 cycle, of which 83 are actively tracked this year. Reporting flows monthly into the Constructions Leadership Team, into the RAP Program Delivery Group and RAP Executive Steering Committee, and annually into this report and into BMD’s reporting to Reconciliation Australia.

This report is organised around Reconciliation Australia’s four RAP pillars of Relationships, Respect, Opportunities and Governance. Because BMD’s Opportunities commitments cover both workforce participation and economic participation, they are reported in separate employment and procurement sections. BMD’s Community, Employment and Education, and Procurement pathway sub-committees continue to coordinate delivery and evidence across the formal pillars.

Delivery status at 30 June 2026

Three of the four pillars are on track. Opportunities is flagged for monitoring, reflecting the pace of change required to reach BMD’s employment and procurement targets and complete the related systems, policy and reporting improvements by March 2028.

RAP pillar	Items	Delivered or BAU	In progress	Flagged	Status	Not yet due	Not applicable
Relationships	18	6	11	1	On track		
Respect	25	14	10	1	On track		
Opportunities	23	11	10	2	Monitor	4	3
Governance	17	10	0	0	On track		
All pillars	83	41	31	4	On track	4	3

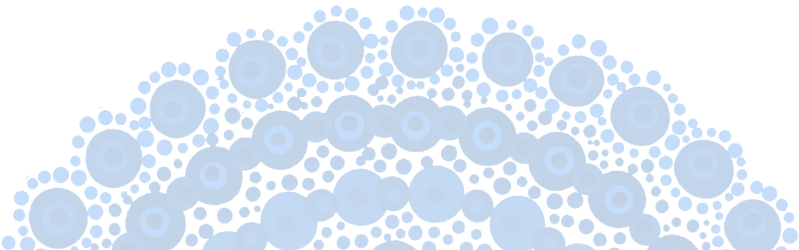
Delivered or BAU combines completed items and those now embedded as business as usual. Flagged combines items not yet started and items overdue. The Governance pillar also holds four items that are not yet due and three that are not applicable, covering end-of-cycle reporting and development of BMD’s next RAP, which is as planned for this point in the cycle.

What we learned about governance

There is an opportunity to further strengthen consistency in RAP reporting by establishing a single agreed reporting basis, extraction date and owner for each measure. This will improve confidence in the data and provide greater consistency across the business, particularly where joint venture and alliance activity is involved.

The RAP Program Delivery Group model has demonstrated that reporting is strongest when regional and project teams own both the relationship and the supporting evidence. This approach has also contributed to stronger community relationships in regions where local leaders are actively engaged, providing a model that can be applied more consistently across the business.

The experience of this reporting period highlighted the importance of explicitly mapping dependencies between related deliverables. Future planning cycles will more clearly sequence activities, approvals and dependent actions, helping teams set realistic timeframes and progress commitments more effectively.



OUR FOCUS FOR THE YEAR AHEAD

BMD's Stretch RAP runs to March 2028. In FY27, our focus will be on completing delayed commitments, strengthening the systems required to measure impact and building on the foundations established during the first year of delivery.

Cultural capability and heritage

Complete and implement the Cultural Heritage Core Operating Procedure and associated learning, progress participation across the three-tier National Cultural Learning Program, tailor regional cultural protocols, and strengthen practical guidance for leaders on cultural safety, anti-discrimination and addressing racism.

Employment and workforce insight

Continue to increase First Nations employment by expanding sustainable pathways into the industry, strengthening retention and progression, and working with community and training partners to build capability during a period of significant infrastructure opportunity.

Relationships and First Nations voices

Strengthen locally led Traditional Owner and community relationships, formalise the remaining two-way partnerships, complete the First Nations Community Guide and continue using the Yarning Circle to inform employment, learning and business practice.

First Nations procurement

Continue progress towards the 5% procurement target, finalise the First Nations procurement strategy, strengthen supplier engagement through tendering and project delivery, and improve mentoring, prequalification and reporting processes.

Governance and accountability

Strengthen data ownership, definitions and evidence capture across the RAP, improve the sequencing of dependent commitments and continue transparent reporting of achievements, challenges and areas requiring further action.



