

**WE SEE THINGS
DIFFERENTLY**



**BMD Group
Annual Review**

2023/24





Acknowledgement of Country

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

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The New Fitzroy Bridge, Western Australia

Chairman's report

Mick Power AM

Group Board Chairman



It comes as no surprise that the last 12 months represented yet another standout year in the BMD Group's long and proud history. With our foundations built on family values and a unique collaborative approach, BMD has grown to become Australia's leading integrated engineering, construction and urban development business.

BMD was founded on relationships, and during our 45th anniversary year, we reflect on the incredible growth, achievements and long-term relationships we have shared with our clients, suppliers and partners since 1979.

Celebrating 45 years of success, built on family values, collaboration and enduring relationships.

At BMD, we see things differently. Our people, integrated strategy, enduring relationships and commitment to delivering the highest standards of quality across our project portfolio has been central to our success across Australia, the Philippines and the UK. Our 45th anniversary is a

testament to the Group's dedication to excellence and our readiness to embrace new challenges across these markets.

I would like to extend my heartfelt thanks to everyone who has played a role in this incredible milestone, while upholding our values of family, empowering, determined, collaborative and striving to do better. Combined, these values form the foundation of our success, driving our high-performance culture and enabling us to consistently deliver exceptional results for our clients.

Our 20 Year Club members represent an important part of our culture and truly embody the BMD way. Established in 2007, the Club has grown to more than 138 members, and I wish to acknowledge these members for their unwavering dedication and contribution to the business. This year, I was pleased to welcome 15 new members in Raetea Rimene, Steven Andrews, Toni Richards, Matthew Beggs, David Brecht, Sharon Crausaz, Jeff Gallus, Scott Smith, Jacob Eapen, Steve Musgrove, Rowan McNamara, Col Mitchell, Loyde Henaway, Bavanendrakumar Muttulingham and David Stanworth.

Our annual employee recognition event, the Dare Awards, also shined a light on the remarkable achievements of our people who continue to go above and beyond to deliver excellence. This year was the first time we held the Dare Awards in the Philippines and the UK, in addition to Australia-wide. Congratulations to the 19 winners for your outstanding performance and your commitment to upholding the BMD values.

This year we faced turbulence in the geopolitical landscape, with continued impacts to our supply chain. Despite the challenges, I remain confident about what lies ahead for the business and our foundation for continued success. This strong position and disciplined approach to delivering value for our partners presents opportunities to enhance our competitive advantage.

Another record-breaking year would not have been possible without the strategic oversight and discipline of our leadership team. An enormous amount has been achieved in FY24, and I would like to thank the entire BMD team for your hard work, dedication and relentless pursuit of success, and our supply chain and clients for your continued support.

Finally, I would like to thank my Board colleagues for your ongoing contribution and guidance. I look forward to building on our legacy, and embracing the future with the same passion and dedication that has defined our journey so far.

Here's to powering the next 45 years!

CEO's report

Scott Power

Group Director
Chief Executive Officer



Achieving 45 years of operation is a fantastic milestone, and our entire business is extremely proud of our journey to become Australia's leading privately owned engineering, construction and urban development company.

I am also proud to report another record year for the business, with a revenue of more than \$2.3 billion. This strong year-on-year growth further solidifies our position as a trusted and reliable infrastructure partner.

Across the Group, we were awarded more than 240 projects and successfully completed over 100 projects across our Australian and international operations.

Once again, our strong financial performance was largely attributed to our BMD Constructions division, which delivered record revenue and contributed more than 72% of the Group's total revenue. This success is a result of the efforts in diversifying across sectors, allowing us to secure key milestone projects.

In FY24, we have continued to strengthen our operational management in critical areas such as water and wastewater, energy and defence, to sustain the momentum of our diversification strategy and support the long-term viability of the business.

While we have achieved remarkable success, we have faced a number of challenges along the way. Geopolitical and supply chain disruptions, tight labour conditions, rising interest rates, slowing

of land development and inclement weather have all had a significant impact on our project costs and timelines.

However, our teams have adapted and responded proactively to these challenges to achieve sustained growth and continued excellence in our project delivery.

Project pipeline

The Northshore Brisbane — Street Renewal Program contract was an incredible win for BMD. Projects like this provide an opportunity to work with local businesses to ensure great local benefits and leave enduring legacies for generations to come.

We also secured the Spirit of Tasmania — Devonport Terminal 3 project on behalf of TT Line as principal contractor for the Spirit Partners consortium. Once complete, the project will revolutionise the current infrastructure located in Devonport, accommodating two new Spirit of Tasmania vessels.

BMD's healthy project pipeline reflects our strong market position, and is a result of building and nurturing strong relationships, which has led to several new projects from repeat clients.

HSEQ excellence

Health, safety, environment and quality (HSEQ) excellence is at the heart of everything we do.

This year as a Group, we recorded a total recordable injury frequency rate (TRIFR) of 4.2 across more than 9.1 million hours of work, which remained the same as FY23, despite an increase of more than 600,000 hours worked.

Our lost time injury frequency rate (LTIFR) also remained steady with the previous reporting period at 0.9. While these results reflect the effectiveness of our safety protocols, risk management and operational discipline, we acknowledge there is always room for improvement.

We continue to focus on safety, building on our culture to ensure it remains the top priority for all in our business.

Prioritising the environment

As we continue to grow, we embark on a new era with a concentrated focus on growth and sustainability, while recognising our responsibility to minimise environmental impact.

Our approach to carbon reduction has involved embedding new best practice technologies and solutions to measure the impact of our infrastructure projects.



Centenary Bridge Upgrade, Queensland

This has also meant working closely with our clients and supply chain partners to reduce emissions through the procurement of materials and construction operations.

This year, we introduced a fleet of electric vehicles and charging stations alongside the use of renewable energy sources, to power many of our site operations. We also identified the potential for renewable diesel as a critical transition fuel option, with on site trials now underway.

Partnering with community

We are proud to invest more than \$1.5 million annually with our community partners, many of whom have an average partnership duration of 11 years or more.

With a high performance mantra in our teams, we proudly continued our support for sporting organisations, including the Melbourne Vixens, Brisbane Lions, North Queensland Cowboys, Melbourne Storm, Western Sydney Wanderers and Queensland Rugby League.

It was particularly heartening to see the BMD Northcliffe Surf Lifesaving Club take out the 2024 Australian Championship Club title for the 21st consecutive year.

Our people and culture differentiate us

BMD wouldn't be what it is today without the support of our people. Our strong performance in FY24 is a testament to our people who work to make an impact every day. The behaviours our teams display supports a company culture that has team spirit and excellence at its core.

Our investment in our team of 2,300 people is central to our retention strategy. Through tailored learning and development programs, our people have the opportunity to become BMD's future leaders.

Our strong diversity and inclusion values also drive a collaborative and innovative workplace culture, enabling us to harness a wide range of perspectives and ideas that enhance our overall performance and decision making.

To date, we have achieved 21% female representation within the BMD workforce, but we know there is more we can do to see this number better reflect our community. Our aspiration to achieve a more balanced workforce remains a key aspect of our broader focus on diversity and inclusion.

Outlook

Despite the headwinds experienced across the industry, I am optimistic about BMD's future and the opportunities that lie ahead.

The business will be closely watching the growth in new and emerging sectors, as well as the evolving market demands, which present exciting opportunities for further diversification.

I would like to thank our BMD team for your hard work and contribution to yet another year for the history books. At BMD, our business is our people and we genuinely believe it is the dedication of our people which allows us to overcome the challenges we continue to face in this operating environment. Our success is demonstrative of the tenacity and determination that our teams across Australia, the Philippines and the UK continue to display.

I would also like to thank my Board of Directors for your unwavering support and guidance. I am excited by what is to come in the years ahead.



Western Treatment Plant, Victoria

CFO's report

Craig Mortensen

Group Executive Director
Chief Financial Officer



Despite turbulent market conditions throughout the year, the BMD Group continues to go from strength to strength, adapting to industry-wide challenges with resilience to achieve record-breaking growth and a strong pipeline of work. This has only been made possible because of our people, who consistently demonstrate a commitment to excellence.

Financial performance

Once again, our financial performance in FY24 exceeded that of previous years, with the Group achieving a record revenue of more than \$2.3 billion in our 45th year of operation.

This exceptional outcome was bolstered by our high-performing BMD Constructions business, which achieved a record revenue of \$1.67 billion representing 35% year-on-year growth. Markets across water and wastewater, renewables and defence were particularly strong, building on the strategic foundations of our approach to diversification put in place over five years ago.

BMD Urban experienced a decrease in Victorian and South Australian residential development work due to housing supply crisis impacts, however other regions remained strong, resulting in \$378 million worth of work won across 84 contracts.

Our Urbex business continued to innovate in the residential and commercial development space across 14 active projects, while our engineering and design business Empower shifted its focus to forward planning with clients, to ensure approved, shovel-ready projects could be quickly brought to market in anticipation of lowered interest rates.

While our commercial landscape construction and building division JMac also had a record-breaking year, tight labour conditions and ongoing supply chain disruptions challenged teams on the ground. Despite this, the team has refined its approach to minimise resource and supply chain risk, demonstrating great resilience.

Achievements

Our overseas operations continued to perform above expectations, including our UK and Philippines businesses, with several new projects in the pipeline and the expansion of our teams.

Having proudly operated in the Philippines since 2017 as Prime BMD, BMD officially opened our Manila office during the year, increasing our footprint in the Asia-Pacific and expanding our corporate services division as BMD Global Services. We remain committed to supporting our presence in the Philippines, while looking forward to exciting future opportunities as the business continues to grow.

Another key achievement was the consistently strong performance of our exceptional teams across the BMD Group, who continued to leverage their technical skillsets on highly complex projects. Their efforts to deliver to the highest standards of quality while embracing new technologies, such as drones to undertake quality assurance, resulted in innovative solutions and superior project outcomes for our clients.

Challenges

Record-breaking results were achieved despite geopolitical tensions, which created ongoing challenges in global supply chains. Conflicts in Europe, rising US-China tensions and escalations in other regions impacted trade routes and resources, which delayed some projects and added complexity to our long-term planning.

Notwithstanding these uncertainties, we have continued to deliver outstanding project outcomes by maintaining strong relationships with our partners and suppliers. This will remain a key priority for us as we continue to navigate these ongoing challenges.

Outlook

In an interconnected global marketplace, our future prospects are closely tied to the strength and stability of our supply chain. We take great pride in partnering with a diverse range of Australian enterprises, recognising that these relationships are integral to sustaining our operations and driving future growth.

As we navigate the current landscape, we acknowledge the lasting impact of the post-COVID environment on supplier strategies. Many larger suppliers have adopted diversified sourcing approaches to mitigate risks, allowing for greater flexibility in uncertain times. While price pressures persist due to ongoing cost impacts, suppliers continue to absorb some of these costs due to relatively flat demand in the Australian market. The resilience gained from the rapid price increases and higher margins during the pandemic provides somewhat of a buffer, offering protection against margin erosion as we continue to adapt to market uncertainties.

Our leaders



Mick Power AM
Group Board Chairman



Scott Power
Group Director
Chief Executive Officer

Board of Directors



Craig Mortensen
Group Executive Director
Chief Financial Officer



Paul Fogarty
Group Executive Director
Construction



Dare Power
Group Executive Director
People and Process

Operational management



Jeff Gallus
Executive General Manager –
BMD Constructions



David Moody
National General Manager –
BMD Urban



Matthew Beggs
National General Manager –
Empower



Jason Lindsay
General Manager –
JMac



Carl Bruhn
General Manager – Urbex

Corporate management



Christopher Tuttiett
General Counsel



Colin Mitchell
National General Manager – Strategy



Craig Smith
Chief Risk Officer



Patrick Pearl
General Manager – Systems



Steve Thomas
General Manager – Human Resources
and Industrial Relations



Simone Gooding
General Manager – Finance and Audit



Tony Hennessy
General Manager – Corporate Services



Katie O'Malley
General Manager - Corporate Affairs

At a glance

2,300 employees
(15% growth since FY23)

WORKED WITH OVER **6,000** Australian suppliers and subcontractors

21% Female representation in our workforce

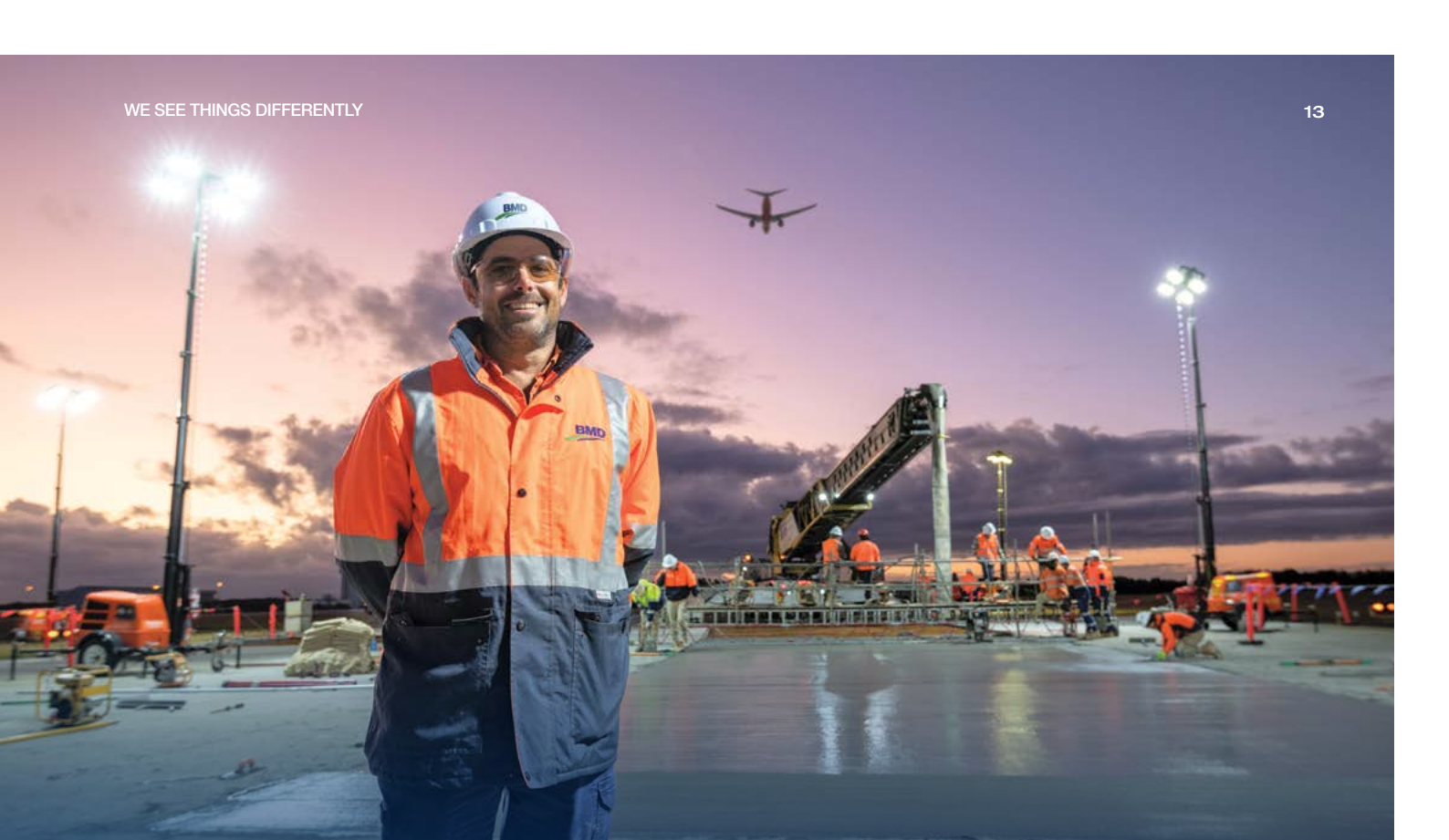
SPENT MORE THAN **\$29.7 million** with 64 Aboriginal and Torres Strait Islander businesses

MORE THAN **\$1.5 million** invested into the communities in which we operate through corporate partnerships and community programs

PROJECTS
MORE THAN **240** projects awarded
MORE THAN **100** projects completed

150 projects operating at any one time
RANKED **#30** on IBISWorld's Top 500 Private Companies list





RECORD REVENUE OF

\$2.3 billion

(13.8% annual increase)

APPROXIMATELY

\$2.1 billion

work in hand

9.1

million hours

worked across the Group

MAINTAINED LOST TIME INJURY FREQUENCY RATE AT

0.9

with annual increase of 600,000 hours worked

GROUP REVENUE

\$1.45 billion
2019-20

\$1.64 billion
2021-22

\$1.46 billion
2020-21

\$2.03 billion
2022-23

\$2.3 BILLION
2023-24

BMD Constructions

72.4%

Urbex

4.1%

REVENUE BY BUSINESS UNIT

BMD Urban

20%

JMac

3.3%

Empower

0.2%

Sustainability

BMD’s commitment to caring for our people, communities and environment has remained at the heart of our organisation for over 45 years.

As part of our approach to sustainability, we've identified the prioritisation of our people as being of material importance to retaining our values and legacy.

Across all of our projects and operations, BMD safeguards and improves the environments in which we operate. We are highly focused on optimising our environmental performance by continuing to invest in emerging cleaner fuel sources and technologies and improve our waste and circular economy outcomes.

To ensure business sustainability, we are consistently developing growth and diversification strategies, maintaining ethical and compliant processes, and leveraging technology to achieve positive economic outcomes for our clients, partners, and communities.

OUR SUSTAINABILITY PRIORITIES



PRIORITISING OUR PEOPLE
We continue to invest in our employee wellbeing programs, building a more diverse and balanced workforce, and improving the safety of our people and communities.



ENHANCING OUR ENVIRONMENT
We drive environmental excellence by supporting innovation and technologies that reduce our carbon emissions, improve waste and circular economy processes, and protect biodiversity.



CREATING ENDURING LEGACIES
We progress the development of career pathways and economic opportunities through meaningful client, community, and Aboriginal and Torres Strait Islander partnerships.



ENSURING POSITIVE BUSINESS SUSTAINABILITY
We consistently evolve our systems, processes and data security to ensure the continuity of an ethical and compliant business and supply chain.

Our sustainability focus areas

The below topics have been identified by our employees and leadership team as our sustainability focus areas.

ENVIRONMENT	SOCIAL		GOVERNANCE
Enhancing our environment <ul style="list-style-type: none"> Carbon emissions Waste and circular economy Ecological impacts 	Prioritising our people <ul style="list-style-type: none"> Health and safety Diversity and inclusion Culture and engagement Human capital and labour practices 	Creating enduring legacies <ul style="list-style-type: none"> Reconciliation Community and charity support Workforce development pathways 	Ensuring positive business sustainability <ul style="list-style-type: none"> Business ethics Data security Critical incident risk management Supply chain management

ECONOMIC

Across all of our sustainability initiatives and strategy, we prioritise commercial principles to ensure successful economic outcomes are achieved for our business operations, partners and communities.

FY24 HIGHLIGHTS

Environment	Social	Governance
<p>Maintained zero Class 1 Environmental incidents for the FY24 period. The 12-month and 3-month Class 2 Environmental frequency rate was 0.5 - meeting the Group target.</p>	<p>Maintained strong health and safety lag indicator results, participated in Safe Work Month and facilitated HSEQ Training Days across Australian operations.</p>	<p>Ranked 30th in the IBISWorld's Top 500 Private Companies of Australia List 2024.</p>
<p>Progressed 13 Infrastructure Sustainability Council IS rated projects including commencing Northshore Brisbane – Street Renewal Program.</p>	<p>Introduced Blindsight AI vision technology into practice - a tool which detects, alerts, and informs our people of high-risk people-plant interactions.</p>	<p>The BMD Sustainability (EESG) Committee developed and finalised the BMD Group materiality assessment, gap analysis and roadmap report.</p>
<p>Completed 11 years of National Greenhouse and Energy Reporting (NGER) detailing our national Scope 1 and 2 emissions.</p>	<p>Celebrated National Reconciliation Week and NAIDOC Week across Australia with a series of events and initiatives including local Traditional Owners and Aboriginal and Torres Strait Islander guest speakers.</p>	<p>Launched the BMD Group's Sustainability Commitments and Priorities and commenced development of a supporting Sustainability Action Plan.</p>
<p>Maintained Bronze partner status with Australasian Land and Groundwater Association to support sustainable management of contaminated land and groundwater.</p>	<p>Supported community through annual contributions of over \$1.5 million in partnerships.</p>	
<p>Teamed up with Viva Energy Australia to trial hydrotreated vegetable oil (HVO), a more sustainable alternative to diesel.</p>	<p>Invested \$179.5 million with Indigenous businesses since committing to our RAP in 2019 and employed 73 Aboriginal and Torres Strait Islander peoples (3.25% of workforce) in the FY24 period.</p>	
<p>Continued strategic diversification into renewables through solar, wind, waste to energy and coastal adaptation projects including the delivery of Hawkesdale Wind Farm in Victoria.</p>	<p>Increased representation of women in non-traditional careers through our partnerships with Western Sydney Wanderers, Melbourne Vixens, Brisbane Lions AFLW and QLD NRLW.</p>	<p>Won 14 regional and state based Civil Contractors Federation Earth Awards alongside National Infrastructure Partnerships Australia and Engineers Australia Awards and a Legal Team of the Year Award.</p>
<p>Utilised LED lighting on structures, minimised clearing areas and revised the design and construction methodology to achieve 15.4% energy reduction on the Tonkin Gap Alliance project in Western Australia.</p>	<p>Participated in R U OK? Day through mental health and wellbeing toolbox talks, morning teas and BBQs and progressed a partnership with Trade Mutt and TIACS.</p>	<p>Bolstered the BMD Group's HSEQ, Risk and Compliance committees and strategies to support business resilience and integrity.</p>
	<p>Invested \$3.2 million with Social Traders certified social enterprises, trialled SocialPro software and published our Social Enterprise Impact Report.</p>	<p>Reviewed and enhanced the BMD Group's digital transformation, data security, whistleblower policy and codes of conduct to achieve compliance and best practice business standards.</p>
	<p>Launched BMD Ready Program, a paid three-week structured workplace learning program to encourage more young people into construction in South East Queensland.</p>	<p>Achieved compliance with the Workplace Gender Equality Act and commenced development of BMD's National Gender Equality Action Plan.</p>
<p>BMD employees participated in National Water Week and the OZwater 24 Conference.</p>	<p>Invested \$3.2 million in registered social enterprise Veterans in Construction, and commenced works on Legacy House, a multi-disciplinary, collaborative care centre for veterans and their families.</p>	<p>Published the BMD Group's fourth Modern Slavery Statement and developed the 2024 edition.</p>
<p>Partnered with Major Road Projects Victoria to invest in an integrated battery and solar generator system to store clean energy from 30KW solar panels on the Mickleham Road Upgrade – Stage 1 project.</p>	<p>Evolved the Wellness Green Program with significantly improved health and wellbeing outcomes reported on several FIFO projects.</p>	<p>Supported BMD's HSEQ and Women@BMD Committees with new leadership, employee members and strategic planning.</p>
<p>Utilised Solarator technology to produce 9,166kWh of solar energy on the Newell Highway Alliance Program.</p>	<p>Continued to expand our UNIQ You partnership and mentoring program to support more female students into construction.</p>	<p>Renewed the BMD Group's Infrastructure Sustainability Council membership and participated in Sustainability and Environment committees facilitated by associations such as Civil Contractors Federation, Queensland Major Contractors Association and Ports Australia.</p>
<p>Hosted two Indigenous Construction Industry events, in collaboration with Construction Skills Queensland, delivered a 'Try-a-Trade' Day event for Hymba Yumba students and was major sponsor of Gonyah Meta's inaugural 'Closing the Gap' Career Day at the Logan Entertainment Centre.</p>	<p>Renewed the BMD Group's Infrastructure Sustainability Council membership and participated in Sustainability and Environment committees facilitated by associations such as Civil Contractors Federation, Queensland Major Contractors Association and Ports Australia.</p>	

Prioritising our people



The New Fitzroy Bridge, Western Australia

Headcount

2,300

Aboriginal and Torres Strait Islander employees

3.15%

Women in leadership

13.5%

Retention of key talent

86%

New graduates

52

Female representation

21%

New traineeships

103

Celebrating the people who drive BMD's success

Celebrating achievements

At BMD, our business is our people. Our success as a business is a result of the contributions of every member of our team. A key part of our culture is the way in which we celebrate our people.

Our annual Dare Awards, hosted during BMD's birthday month in July, provide an opportunity to recognise and reward employees who have demonstrated outstanding performance. Events were held at multiple locations across Australia, as well as in London and Manila, where 19 Dare Awards were presented to employees who went above and beyond.

This year's events celebrated a combined 1,200 nominations and the shortlisting of 142 finalists — a testament to our strong culture of peer support.

Learning and development

BMD's success hinges on aligning the right people with the right roles, which is why we continue to focus on fostering future leaders and building a strong talent pipeline. Investing in the learning and development of our people is central to our retention strategy.

As a result, we have created five tailored leadership programs — Foundations, Formwork, Fortitude, Evolve and Leading HSEQ Excellence — to develop future leaders with the skills and knowledge to thrive.

Our Foundations program supports university graduates entering the construction industry, with 34 graduates completing the program this year (12 of whom are women). The final module of the program was held in February where the group was tasked with pitching to some of BMD's most senior leaders. With the theme of 'Creating an Impact', graduates were expected to conduct internal research, gathering data and feedback from their colleagues to propose areas of improvement and potential opportunities for innovation within the BMD Group.

Our second iteration of emerging field leaders' program, Formwork, focused on building and developing high-performing teams, understanding leadership within BMD, and driving participants to excel across all three pillars of our learning infrastructure. With 16 participants from across the country, the program aims to equip them with the skills to address the complexities of managing field-based tasks and personnel, ensuring relevance and practical application to the industry, and BMD.

Fortitude has continued to develop the future leaders of BMD, providing 22 participants (6 of whom are women) with opportunities to push their limits through the practical application of strategic concepts, the enhancement of business acumen, and the cultivation of strong networks across the organisation. By challenging participants to stretch beyond their current capabilities, the program has empowered them to become more adaptable, collaborative, innovative, and resilient leaders, driving the continued success of BMD.

This year, we proudly launched Evolve, a 12-month professional development program for aspiring leaders, designed to build skills in self-leadership, collaboration, conflict resolution, and effective communication, all of which are key traits for leadership success at BMD. 41 participants from Queensland and Western Australia have completed the program, with more sessions planned across the business.

Lastly, our new Leading HSEQ Excellence program aims to foster a culture of HSEQ excellence and deepen understanding of governance principles, with a focus on leadership, human behaviour, and supporting leaders to ensure their teams return home safely each day. After a successful pilot in Western Australia, the program has expanded across the broader BMD business, with 106 participants engaged since its commencement.

As a founding member of Constructionarium Australia, we were also proud to contribute to the program's growth in both Queensland and Victoria, providing graduates with hands-on skills and experience to construct Australia's future.

Diversity and inclusion

We believe everyone benefits from a workplace culture that values differences — a workplace where diversity and contrasting perspectives are critical for innovation, business sustainability and growth.

By working together and with our suppliers and partners, we create a safe and supportive workplace and leave a lasting impact well beyond the infrastructure we deliver.

We are committed to ensuring our female representation sits above the industry standard, proudly recording 21% female representation within the BMD workforce.

We also updated our paid parental leave policy, making it more gender neutral to encourage equality in parenting responsibilities, showcasing our investment in supporting working parents to balance careers and family life.

As an equal opportunity employer, we embrace a flexible and inclusive workplace. Driving this culture is a range of internal initiatives and practices, including our Women@BMD working group, policies that support gender equality, training covering equality and non-discriminatory behaviour, and mentoring programs to assist future female leaders.

This year, we proudly promoted 34 women into senior leadership positions, which aligns with our objective to develop and support pathways for more women to progress into management and leadership positions.

Health and safety

At BMD, we champion continuous improvement in the management of health, safety, environment and quality (HSEQ). Our ultimate objective is to create a culture where we continue to achieve HSEQ excellence. This is an integral part of what we do — it's the BMD way.

Our health and safety performance

Across all BMD operations this financial year, we completed more than 9.1 million hours of work. With an increase of more than 600,000 hours worked compared to last financial year, our total recordable injury frequency rate (TRIFR) and lost time injury frequency rate (LTIFR) remained steady. We recorded a TRIFR of 4.2 and an LTIFR of 0.9 — the same as the previous reporting period.

While these results reflect the effectiveness of our safety protocols, risk management and operational discipline, we acknowledge there is always room for improvement.

Driving continuous improvement

We continually strive for improvement across our sites and operations, consistently refining processes, enhancing safety measures and implementing innovative strategies to elevate our performance.

This year, we successfully completed Phase 2 of our psychosocial hazard review, integrating the findings into our safety systems to foster a healthier, more supportive work environment that promotes mental wellbeing.

Over the past 12 months, we have conducted a series of pressure tests, assessing the effectiveness of our emergency response procedures through mock scenarios across multiple projects. The tests revealed that our teams consistently demonstrate strong knowledge of our safety systems and processes, and the risks associated with projects and tasks being performed.

To further enhance our safety leadership and risk management capabilities, we are developing a three-year safety strategy aimed at strengthening our management systems. Three key programs of work will be implemented across the Group as part of the strategy, including a Critical Risk Management Program, Systems that Enable the Safety at Work and Capable Managers and Supervisors.

In addition, a shorter program of works is being rolled out, focused on the development of our safety vision, the creation and deployment of critical leadership conversations, and the review and improvement of our work method statement process.

Mental health and wellbeing

We continued our partnership with Mental Health Movement (MHM) — the brainchild of former NRL player Dan Hunt, which is focused on removing the negative stigma surrounding mental health. MHM has delivered essential mental health awareness and leadership training to the BMD team for several years, which has been vital to improving the wellbeing of our workforce.

This year we also launched a new partnership with TradeMutt workwear and TIACS mental health consulting, to foster mental health awareness and bolster support services for our employees. The collaboration powers a vibrant change to transform the culture, and reposition construction as a positive and supportive industry to work in for the benefit of our people and supply chain.

To celebrate the new partnership, we hosted an event at our Bulimba Barracks project site on World Suicide Prevention Day, where employees donned their vibrant new shirts.

To build the awareness, BMD employees across Australia at more than 130 sites and offices were encouraged to wear their TradeMutt shirts and have a conversation about mental health for Funky Shirt Friday every week.

We continue other health and wellbeing initiatives, including the Wellness Green program in honour of the late Paul Green, a close friend and partner of the BMD Group. Wellness Green monitors daily health and wellbeing indicators of employees, and is used as a coaching tool for individuals to make improvements.



Western Sydney International Airport

CASE STUDY

Pioneering AI vision technology for safety excellence

Our commitment to HSEQ excellence means embracing new technologies to transform the way we can protect our people.

Using Presien’s Blindsight AI vision technology, we installed four Blindsight systems on our machinery during the delivery of the Deception Bay Road Upgrade.

After this successful pilot program, we achieved the largest AI safety technology adoption in Australia at the time through the deployment of 50 Blindsight systems across our project operations.

Blindsight AI vision works by detecting, alerting and informing our on site teams of high-risk people-plant interactions, and provides real-time operator alerts, data for daily reporting and safety benchmarks. By leveraging its state-of-the-art detection and analytics, we can swiftly adapt and continuously improve our practices, fostering an industry-leading and dynamic safety culture.

Detections are available in the cloud 24/7, so we can understand why certain on site behaviours are happening within minutes and tweak our safety programs to tackle any issues. The improved visibility has provided leaders with a better grasp of site conditions and risk management.

Blindsight systems have been installed on a diverse range of mobile plant, including graders, water trucks, rubber-tyred excavators and posi-track loaders, and can be found on our projects across Australia, including Western Sydney Airport, Centenary Bridge Upgrade, Rockhampton Ring Road, Western Treatment Plant, Darwin Ship Lift and the Fitzroy to Gladstone Pipeline.

As early adopters of AI vision for improved safety, we are reaffirming our commitment to pioneering technological safety advancements that support our pursuit of safety and operational excellence.

Creating enduring legacies



As we build and shape our infrastructure across Australia, we remain profoundly aware of the role of Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of Country.

At BMD, we believe in the importance of building new relationships and strengthening existing connections, to ensure that our projects create a positive and lasting impact on the communities in which we operate.

Through our commitment to fostering collaboration with Aboriginal and Torres Strait Islander businesses, we create transformative opportunities.

Celebrating Aboriginal and Torres Strait Islander culture

BMD stood with Reconciliation Australia during 2024 National Reconciliation Week. In recognition of 'Now More Than Ever' we must strive for better outcomes for Aboriginal and Torres Strait Islander peoples. Over the week, the BMD team learned more about shared stories, cultures and achievements, and how everyone has a role to contribute to reconciliation.

At a glance

\$29.74^M

procurement spend (plus additional spend on joint venture/alliance projects)

84%

of procured Indigenous businesses have worked with BMD for 3 - 7 years since launching our Reflect RAP in July 2017

49%

shareholding in JK Constructions, an Indigenous-owned building company in the NT

\$463,000

average spend per vendor

ENGAGED 64 Aboriginal and Torres Strait Islander businesses

3.15% Indigenous employment

BMD offices and sites across Australia were lit up with cultural celebrations for NAIDOC Week 2024, focusing on celebrating the culture and achievements of Aboriginal and Torres Strait Islander peoples.

From enjoying traditional foods and crafts to colouring in competitions for families, storytelling and sport, the BMD team took part in cultural learning, celebrations and conversations.

Bundjalung woman Jenni Walke demonstrated traditional weaving techniques used by Indigenous cultures to make items such as mats and baskets. Jenni shared how weaving is the perfect metaphor for reconciliation, with each strand of raffia differing in colour, length, thickness and texture, but through weaving, each piece comes together to make something strong and meaningful.

Kicking goals and building a career – Meet Owen

“I was born in Darwin on Larrakia land, grew up in Brisbane on Jagera and Turrbal land, and now live in Melbourne on Wurundjeri land. My Aboriginality comes from mum’s side and my mob is up from Yarrabah and they’re called the Gunggandji tribe.

I am an AFL fanatic and have always loved it since I was a baby. I guess this is why I love working at BMD so much because it has plenty of connecting factors to football. It’s not a one-person job. You have people doing their role, working together in unison to achieve a common goal whether that be completing a project or winning a tender.

My role at BMD is Stakeholder Engagement and Communications Trainee, and my work has been all about creating healthy relationships with stakeholders and residents near our projects.”



BMD Stakeholder Engagement and Communications Trainee, Owen (right)



CASE STUDY

New Fitzroy River Bridge

Western Australia

As the Fitzroy Valley comprises five language groups — Bunuba, Gooniyandi, Nyikina, Walmajarri and Wangkatjungka — the project team made a commitment from the outset to deliver economic and employment outcomes for the local community.

With an ambitious Aboriginal employment target of 25%, the Fitzroy Bridge Alliance’s (FBA) proactive approach proved successful with over 250 local workers employed on the project, resulting in one quarter of all hours worked — totalling 111,661 hours undertaken by Aboriginal workers. The project’s targeted spend to benefit Aboriginal enterprises was 20% of the project value (\$166 million), with the FBA successfully exceeding the stipulated target, achieving 22% which equates to \$36 million. Additionally, the business diversification target was met by spending a total of \$50,000 across 12 Fitzroy Valley businesses.



CASE STUDY

Newell Highway Program Alliance

New South Wales

The Newell Highway Program Alliance (NHPA) was a four-year project to build 60 kilometres of new overtaking lanes in regional New South Wales between Tocumwal in the south of the state and Narrabri in the north.

Over the length of the project, more than 200 Aboriginal and Torres Strait Islander peoples were engaged, including two Clontarf Foundation graduates. The project also recorded over \$20 million of the contract spent with Aboriginal businesses. BMD’s relationship with Clontarf also included six site visits throughout the duration of the project, providing students with a unique insight into the construction industry, and highlighting the benefits of employment opportunities at BMD for Aboriginal and Torres Strait Islander peoples.

Caring for our community

For more than 45 years, BMD is proud to have built long-standing relationships in our communities through corporate partnerships, to achieve better outcomes across key areas including diversity, inclusion and reconciliation. With an average partnership duration of 11 years or more, we invest over \$1.5 million with our partners annually, and continue to support local communities through grassroots and give-back initiatives.



Melbourne Vixens

BMD has proudly powered the Melbourne Vixens for two years, with our partnership providing a platform to not only support high-performance athletes, but also educate the next generation on the career possibilities within the construction and engineering industry.

This year, we collaborated with Vixens player Kate Eddy to produce a three-part video series highlighting women in engineering, and diversity and inclusion in the workforce.

In celebration of International Women in Engineering Day, we facilitated a match day takeover, and shared the message of STEM opportunities and careers in the construction industry to a sellout crowd wearing pink BMD hard hats. The match day takeover included an on-court interview with BMD Construction Manager, Justine, and showcased some of our talented engineers with a quarter-time puzzle-building activity.



Brisbane Lions

Our support for the Brisbane Lions spans decades. Through our co-major partnership of the Brisbane Lions AFLW team, our focus is on boosting the representation and profiling of women.

This year, we cheered on the AFLW team as they took out the 2023 Premiership against the North Melbourne Kangaroos. The grand final appearance was the club's fifth in eight seasons, demonstrating the team's dedication and hard work.

Our partnership with the Brisbane Lions provides BMD with national awareness and opportunities to tell the story behind our brand.

North Queensland Cowboys

This year marked our 18th year of supporting the North Queensland Cowboys, continuing our Major Sponsorship status with the sponsorship of Todd Payten and the Cowboys NRL Coaching Team.

The partnership is supported not only in our North Queensland office, but around Australia, with the BMD brand featuring on coaches' apparel and the coaches' box.

Western Sydney Wanderers

We're proud to have been working in the Western Sydney community for more than 20 years, developing strong local ties. Our partnership with the Western Sydney Wanderers focuses on our commitment to driving female representation.

In the 2023/24 season, our people and their families came together to cheer on the Wanderers at Parramatta's CommBank Stadium for the BMD Family Day, where our guests were treated to a visit from some of the Wanderers Women's A-league side.

Other engagement opportunities arose throughout the season, including promoting our brand and career opportunities at the Sydney Derby game against Sydney FC, and appearances by the Women's Head Coach Robbie Hooker who addressed BMD leaders at our Fortitude event in Sydney.





BMD Wynnum Manly Seagulls

We are proud to connect and contribute to grassroots sport in the Wynnum Manly area, having been a sponsor of the BMD Wynnum Manly Seagulls since 1998. In 2023, the Seagulls finished in sixth place in the HostPlus Cup and fourth in the BMD Premiership.

Through the partnership, BMD looks to support Wynnum Manly athletes in corporate careers. In 2024, we recruited Ethan through the Athlete Employment program. Ethan is a Communications Graduate and was on the cusp of making the HostPlus Cup side. His contribution to both the Seagulls and BMD showcases the strong community focus of both organisations.

Queensland Rugby League

Aligning our shared vision and objective to raise the profile of women in underrepresented industries, we are proud to be powering the Harvey Norman Queensland Maroons women's team.

The team made history in the State of Origin series in 2024, taking out the first three-game series in front of record crowds and viewership, almost double the previous year's figures. Game 3 was also the most streamed women's NRL game ever. We are proud to have featured on the jersey and supported the advancement of women on and off the field.

Additionally in rugby league, BMD is the naming rights sponsor of the women's statewide competition, the BMD Premiership. This year, the competition grew from eight teams to 10, with the Mackay Cutters taking out the Grand Final. We are extremely passionate about enduring legacies, promoting inclusion and providing increased opportunities for women, and it is the same passion we have for the game of rugby league that is the driving force behind our partnership with Queensland Rugby League (QRL).

Our partnership with the QRL gives us other branding opportunities, including tapping into the fan base of the Westpac Queensland Maroons men's team. We were lucky to head to the team's Fan Day in Toowoomba where more than 5,000 fans attended, many trying their hand at the BMD passing competition.

BMD Northcliffe Surf Lifesaving Club

We were thrilled to see BMD Northcliffe, the most dominant Surf Lifesaving Club in Australia, take out the 2024 Australian Championship Club title for the 21st consecutive year.

We are proud of our family at BMD Northcliffe who delivered some powerful performances in and out of the water, continuing their reign. The club continues to make history, and shares in our family-oriented values and high-performance culture, with BMD being naming rights partner since 2007.

Melbourne Storm

We are powering a new Melbourne Storm program, Women of Storm, which aims to develop female rugby league talent in Victoria ahead of launching an NRLW team in the future.

The program provides a clear pathway for up-and-coming Victorian female rugby league players to begin their journey to first grade. The young athletes will be provided opportunities to build connections, enhance their strength and confidence, and develop their game skills.

At BMD, our commitment to supporting high-performance athletes reflects the way we build our own high-performance teams, and we are proud to align with the Melbourne Storm's approach to growing their talent.

Increasing partnership portfolio

BMD's support for community extends outside of sport, to arts, culture and education where we genuinely believe we can make a difference in collaboration with our partners.

- ▶ Australasian Dance Collective — season partner
- ▶ BMD Rumble Australian skateboarding competition — naming rights partner
- ▶ Brisbane Lightning Ice Hockey — bronze sponsor
- ▶ Clontarf Foundation — partner
- ▶ Family of League Queensland Wellbeing program — naming rights partner
- ▶ Gold Coast Turf Club — major sponsor
- ▶ Legacy Brisbane — support for the development of the new Legacy House
- ▶ Queensland Academy for Science Mathematics and Technology — support for the Robotics team
- ▶ Queensland Cricketers Bulls Masters — corporate partner
- ▶ QUT — Explore Your Future school outreach program partner
- ▶ Townsville to Cairns Bike Ride for Children's Cancer — dollar match fundraising partner
- ▶ UNIQ You - national partner.

Enhancing our environment

Across all BMD projects and operations, we endeavour to protect and enhance the environments in which we operate. We do this by implementing best-practice environmental management plans, using resources efficiently, considering the lifecycle of products and services, and supporting new innovations and technologies – including alternative energy and transport solutions. We are also committed to encouraging our partners to embrace best-practice as part of their business activities, ensuring environmentally responsible whole-of-project outcomes.

Striving for continuous improvement

In FY24, we have once again maintained our Class 1 environmental frequency rate of zero with no incidents reported. Our Class 2 environmental frequency rate also improved significantly to 0.5, down from 1.0 in the previous year and meeting the Group's target. Importantly, none of the recorded incidents resulted in environmental harm.

This success reflects our commitment to fostering a robust reporting culture across all projects. By encouraging thorough and transparent reporting, we have enabled teams to better identify risks and share key learnings for continuous improvement.

Alongside this, we have enhanced the quality of our incident reporting and investigation processes, as well as the quality and quantity of our environmental inspections, ensuring potential risks are identified early and addressed quickly and comprehensively.

Additionally, targeting our Activity Based Conversations (ABCs) on key environmental risks on our sites has driven more effective environmental management across our projects, while regular internal and cross audits have further supported our efforts.

Our proactive involvement in pre-contract environmental risk and opportunities discussions, in particular, has cemented our success, providing a solid foundation for effective project delivery.

Environmental initiatives and achievements

As part of our efforts to address climate change risks, BMD has been collaborating with clients and supply chain partners to reduce carbon emissions through sustainable procurement and construction operations. This has included the introduction of electric vehicles and charging stations on our sites, while using renewable energy sources like solar-powered generators to fuel operations. Additionally, we have identified renewable diesel as a key transitional fuel for the future and are conducting trials across various sites.

We have also placed particular emphasis on recognising and preserving biodiversity at our project sites. This focus has extended to areas such as fauna and flora management, contaminated soil remediation, biosecurity management and the protection of our aquatic habitats.

Our internal design teams also consider best practice environmental principles such as water sensitive urban design, and fauna sensitive design in developing temporary and permanent works to ensure the protection of environmental values throughout the project life cycle.

In celebration of our efforts to date, we have launched the 'Nature at Work' initiative during Environment Month, encouraging all BMD sites to showcase their achievements in protecting and enhancing biodiversity to the wider business.

As global priorities shift towards conserving and restoring our natural environment, recent federal legislative changes will increase our focus on understanding and reporting the Group's impact on biodiversity. Our reliance on biodiversity presents both risks and opportunities for the business and our supply chain. Recognising that our operations are closely connected to nature, it is critical that we continue to do our part in protecting our natural assets.



CASE STUDY

Industry-leading remediation practices

Project — Bulimba Barracks Remediation and Civil Works

Client — Shayher Group

The Bulimba Barracks is a 20-hectare site located on the banks of the Brisbane River, once home to a WWII military base used to construct landing barges. Now a private development, BMD has been engaged to remediate contamination across the site before it is transformed into a vibrant urban hub, featuring new roads, utilities, residential lots, medium-density housing, green open space and riverfront parklands.

A significant focus of the remediation works has been to minimise unnecessary landfill disposal through on site treatment methods. This has included the treatment of 26,000 tonnes of PFAS-contaminated soil, enabling it to be reused within the site. The process has involved blending the impacted soil with a sorbent in precise mixing ratios which immobilises the PFAS and prevents further leaching into groundwater, which could pose significant risks to the environment and human health.

The project’s remediation efforts represent a strong commitment to environmental stewardship and, once complete, will positively contribute to the community and surrounding ecosystem.

Collaborating for a greener future: renewable energy and nature preservation.

CASE STUDY

Project — Mickleham Road Upgrade - Stage 1

Client — Major Road Projects Victoria

Before construction began in January 2024, the Mickleham Road Upgrade - Stage 1 project team collaborated with Soil Recycling Co to test the soil on, and surrounding, the site to understand what was needed for optimal growth. Through this exploration, we discovered the topsoil required additional compost and gypsum to provide a healthy foundation for native growth.

Soil Recycling Co made these improvements to an enormous 2,720m³ of topsoil, which is currently being stockpiled to use as part of landscaping works at the end of the project. This will be key to establishing a healthy and fertile ecosystem designed for growth long after the project is completed.



Mickleham Road Upgrade - Stage 1, Victoria

Year in review

BMD Constructions

ACHIEVED RECORD REVENUE OF **\$1.67^B** (35% growth YoY) **70%** of projects for repeat clients

MORE THAN **\$4.65^B** worth of projects tendered **10** Projects awarded **9** Projects successfully delivered

Our capability

Our major infrastructure division offers expertise across the defence, water and wastewater, transport, ports, aviation and renewable energy sectors. Through market and geographical diversification, we have increased the business' resilience, enabling us to pursue a wide range of opportunities in Australia and abroad, including the Pacific, Southeast Asia and the UK.



Market update

Continued market escalation, coupled with constraints in skilled labour and engineering expertise, presented ongoing challenges throughout FY24. Supply chain disruptions, particularly in relation to offshore procurement, also impacted shipping on a global scale, however we successfully managed these risks through detailed planning and early procurement of key materials, which was critical to overcoming the challenges faced across the industry.

Despite market pressures, we experienced a positive year from a commercial perspective with strong performance from each of our regions underpinning our growth. We successfully completed nine projects during the year and were awarded 10 new contracts, ensuring an impressive pipeline of future projects and opportunities for sustained growth. As a business, we improved our governance processes around project selection and the establishment of joint ventures, leading to enhanced decision making and approval processes.

Water and wastewater, renewables and defence markets were particularly strong, while some softening was experienced in the roads sector, specifically in Victoria as the Government's Major Road Projects Victoria (MRPV) Program was scaled back following a significant investment over the past three years.

Our continued delivery of the Melbourne Water Western Treatment Plant (WTP) upgrade is helping to cement our expertise in the water sector, while our position on the Southeast Water panel — a 10-year planning and capital infrastructure delivery role — will further enhance our water and wastewater capability. Combined with our projects being delivered for Sydney Water and projects for Manila Water in the Philippines, we are proud to be able to showcase a growing and geographically diverse portfolio in the water sector.

Our performance in the water sector in Queensland has included the ongoing delivery of the Fitzroy to Gladstone Pipeline project on behalf of the Gladstone Area Water Board and Queensland Government, and we commenced the Haughton Pipeline Project Stage 2 for repeat client, Townsville City Council.

In regional areas, our success in establishing supply chains and mobilising key personnel has enabled us to respond to market opportunities presented by the Australian Department of Defence, including in Tindal near Katherine where we have secured and delivered more than \$600 million work over the past three years. This is now supplemented by the Darwin Ship Lift project, which was secured this financial year, and upon completion will enable the maintenance and servicing of Defence and Australian Border Force vessels.



METRONET Victoria Park-Canning Level Crossing Removal project, Western Australia

Achievements

We have continued our impressive growth trajectory, building on the strategic foundations of diversification put in place over five years ago.

In Western Australia, we successfully completed the New Fitzroy River Bridge project as the Fitzroy Bridge Alliance (FBA). The team delivered a 270-metre-long, two-lane bridge over the Fitzroy River following intense flooding and damage from tropical Cyclone Ellie. Importantly, we were able to contribute a legacy for the region by upskilling and providing opportunities for the community beyond the project.

In Victoria, we completed our third and largest MRPV project to date with the Hall Road Upgrade (Western Package) in Melbourne's Southeast being delivered on schedule and under budget, and the completion of the Hawkesdale Wind Farm project on behalf of Global Power Generation (GPG) further enhanced our capability in the renewables sector. The project involved the design and implementation of an innovative safety system to protect workers from falling into the foundation cage of the towers.

In New South Wales, we substantially completed the Airside Apron Program for Western Sydney International Airport as a subcontractor to Multiplex. In addition to this, we delivered over \$200 million of civil and building infrastructure in joint venture partnership for the landside roadworks package, thereby making a significant contribution to Australia's newest airport precinct.

Similarly in the Northern Territory, we achieved practical completion on the T18 Aprons and Runway Extension Program at the RAAF Base Tindal, taking great pride in delivering infrastructure of national significance on behalf of the Australian Department of Defence.

The delivery of critical infrastructure in Queensland continued with the completion of road projects for the Department of Transport and Main Roads, the largest being the Bruce Highway Gympie Bypass upgrade between Cooroy to Curra. Despite multiple flood events throughout the project, works were completed on time and to a high standard for one of our longest-standing clients.

A leading team

To support our growth trajectory and expand our expertise into new market sectors, we were pleased to welcome more than 220 new personnel to the business in the financial year, including several mechanical and electrical engineers to bolster our water and wastewater capability.

While more than 50% of our team have been with BMD for less than three years, our comprehensive onboarding processes allow us to introduce our people and their families to the BMD way in a supportive and inclusive environment. New starters are embedded into our project teams with our leaders actively facilitating on-the-job mentoring and training.

Through our Formwork, Foundations and Fortitude in-house training programs, we maximise the leadership potential of our people, regardless of their position, and offer streamlined career pathways to senior leadership positions within the business.

Future direction

As we look to the future, we anticipate continued growth in the renewables sector. The transition to clean energy is gaining momentum, and the investment in the defence sector will continue to provide significant opportunity for growth in our business as government spending increases to address the rise in geopolitical risk in the Asia Pacific region.

In line with our strategic plan, we will work closely with our business in the Philippines, Prime BMD, to continue to provide solutions for both US and Australian Defence projects in the Pacific and Southeast Asia regions. We are also looking to leverage off our experience in the nuclear sector in the UK to be nuclear ready in Australia for the upcoming AUKUS program of works.

Further diversifying our capability in water and wastewater, and ports and harbours, will also be key to our growth. Expanding our in-house digital engineering expertise with support of our global support office in the Philippines will enable us to provide innovative strategies and robust work methodologies to deliver complex projects in these sectors. We expect to drive efficiencies to our bottom line and increase our value proposition for our clients.

Year in review

BMD Urban

Revenue of **\$460^M** **ALMOST 30%** of projects for repeat clients Pipeline of work in hand **\$427^M**

\$376^M worth of work won across 84 contracts **MORE THAN 1,300** lots constructed Projects reaching practical completion **60**



Marino Hall, South Australia

Our capability

BMD Urban's diverse portfolio of civil construction capabilities includes earthworks, roadworks, concrete pavements, trunk and reticulated underground and overhead services, and community and sporting facilities.

Our in-house capability, which has matured over the last 45 years, provides our clients with certainty of resourcing, program delivery and costs.

With urban development being a key capability, our residential clients account for 45% of our operations nationally. Detailed infrastructure, water and wastewater, and building are also key market sectors within which we operate.

Market update

In FY24, we capitalised on strong regional markets, while exploring new opportunities across our key market sectors to help offset challenges faced in our core residential space.

The impacts of the housing supply crisis could be seen in the volume of work secured this financial year, with a 56% reduction in residential developments awarded compared to the previous financial year. Victorian and South Australian markets experienced the greatest decline in development volumes at 75% and 60% respectively. However, the South East Queensland market remained strong, with volumes up by 140%, while North Queensland experienced a 270% increase.

We were able to effectively mitigate the impacts of the residential development downturn in the southern states by leveraging our diversified portfolio in South Australia, and focusing on developing our water and wastewater capability.

In the Northern Territory, we were pleased to invest in local Indigenous construction business, JK Constructions, which specialises in prefabricated remote housing. The partnership will leverage our combined knowledge and experience to support JK Constructions' expansion into the defence sector.

Achievements

Our HSEQ performance in FY24 is a testament to our people and their commitment to the BMD way. We experienced reductions in all indicators across safety and environment, including a 76% reduction in our total recordable injury frequency rate (TRIFR) and a 75% reduction in our lost time injury frequency rate (LTIFR).

Despite some challenges in our core residential market, our performance surpassed that of last financial year, with \$376 million worth of work won and 60 projects reaching practical completion.

In Queensland, we expanded into new markets in Mackay and Central Queensland, enhancing our geographic footprint. Stage 2 works on the Drivelt North Queensland motorsport precinct also reached completion, resulting in an Earth Award at the 2024 Civil Contractors Federation (CCF) Queensland Earth Awards for civil construction excellence.

We were awarded a significant number of projects across all market sectors in South East Queensland following a strategic focus on consolidating revenue, and targeting key projects and clients. This has enhanced operational excellence, including the Remediation and Civil Works package at the Bulimba Barracks, Flinders Lake Road extension and bridge over rail, as well as wins in Caboolture West and continued works with long-term client Brisbane Airport Corporation.

In the Northern Territory, we successfully delivered the Chung Wah roundabout in Palmerston, while the Darwin Port East Arm hard stand area and refit of Darwin Ship Lift Facility is set to begin, marking a significant win for the business.

Stage 2 of the Katherine East Neighbourhood Centre, which was delivered for the Northern Territory Department of Infrastructure, Planning and Logistics, was also awarded an Earth Award at the 2024 CCF Northern Territory Earth Awards.

We were awarded a high volume of projects in South Australia this financial year, averaging \$4 million in value across each project. We saw an increase in water and wastewater works in particular, with a number of larger design and construct tenders submitted off the back of smaller successes in the region. Our Mount Barker Wellington Road and Heysen Boulevard Roundabout project won two accolades at the CCF South Australia Earth Awards in the category of Roadworks and Pavement projects valued between \$2 million and \$5 million.

In Victoria, we invested in our water sector by expanding into irrigation and fisheries in the Murray-Darling Basin, and continued to work closely with clients at master planned residential estates Merrifield and Mandalay. Infrastructure upgrades at Melbourne Airport also progressed.



On the innovation front, our team continues to leverage drone technology beyond its pure survey capacity, to undertake quality assurance, clash modelling and vertical point cloud surveying for bridge construction.

A leading team

The high calibre of our team has been a key factor in our success this financial year. The skill and attention to detail of our people has ensured every project has been completed to the highest standards and in a safe manner, contributing significantly to our strong performance.

The BMD Group's integrated offering was bolstered as we continued to collaborate with Urbex, Empower and JMac on internal joint ventures. This has introduced us to new markets and broadened our project portfolio, particularly in the water and wastewater sector in regional Victoria.

As our project portfolio has expanded, so has our team. While growth often brings challenges, we have overcome them through strong leadership and targeted training. The investment in our people has ensured that we continue to deliver as we move into FY25.

Future direction

Our future direction is focused on maintaining and enhancing our strong market presence in sectors where we have significant success, particularly in large residential developments.

We will continue to focus on key resources and infrastructure sectors, selectively pursuing opportunities that align with our strategic goals. Expansion efforts will target Mackay and Central Queensland where we see considerable growth potential.

We are committed to pursuing renewable energy initiatives and regional government projects, supported by a robust pipeline of future work valued at \$427 million.

Year in review

Empower

80%

of projects
for repeat clients

Projects
tendered

202

MORE THAN

100

projects
awarded



Our capability

With a 37-year heritage in infrastructure design and construction, Empower has a passion for great engineering; delivering professional design and project management in the private and public sectors in a plethora of contract frameworks. We see things differently; and deliver on what our clients want.

We provide engineering design and project management services to a broad range of clients, delivering specialist engineering design in technically complex projects across residential, commercial, and industrial development, infrastructure, renewables, roads, secure sites and resources sectors.

Best-for-project outcomes is our key point of difference. We focus on client requirements, constructability, and whole-of-life considerations for projects, leveraging our extensive in-house expertise to provide expert advice that is applicable through the entire life cycle of the infrastructure we deliver. Working side by side with clients, we bring together fully integrated multi-disciplinary design packages to build and handover projects - always seeking to exceed expectations.



Market update

This financial year, we experienced slowing of the land development market in all regions due to sustained high interest rates and higher construction costs. The broader property development market, however, retained momentum in some markets where clients were able to offer customers a turnkey solution, providing final price certainty within a market of uncertainty around building construction cost. This enabled the successful completion of small to medium-sized built form developments.

With construction in land development slowing, we shifted our focus to forward planning to ensure clients had approved, shovel-ready projects to bring to the market when appropriate. With the anticipated lowering of interest rates in the new financial year, this places these clients in a commercially competitive position.

Empower continued to be a point of access for clients to take advantage of BMD's strong vertically integrated capabilities.

Working closely with BMD Constructions and BMD Urban, we collaborated on key renewables infrastructure within various early contractor involvement (ECI) model projects. This has opened the door to additional opportunities to service the wider Group, as well as external clients.

Achievements

We have consistently delivered responsive solutions to our clients in FY24, demonstrating our commitment to working closely with clients to deliver what they need,

when they need it. Diversification of our portfolio has seen a strong pipeline of work in hand for our master planned communities, as well as other large infrastructure projects within the BMD Group.

The previous financial year saw the completion of the multiple award-winning master planned communities of Capestone and Minnippi. Along with the completion of these projects, Empower and Urbex's strong vertically integrated delivery capability rolled out the start of The Heights in the Northern Territory, and Somers and Hervey in North Queensland.

We continue to work closely with Urbex to refine master planning and staging of these communities to suit the ever-evolving land development market. Our work involved navigating solutions to engineering design challenges, particularly in relation to stormwater to provide best-for-project outcomes. These new projects were delivered, along with existing developments at Zuccoli Village in the Northern Territory, Hillside Mooloolah Valley and Arc on the Point in South East Queensland, and Kalynda Chase in North Queensland.

Over FY24 we worked collaboratively with BMD Constructions and BMD Urban across Australia, contributing to a multitude of projects, including; the Bulli Creek Solar Farm, Mount Crosby Weir Bridge and Deception Bay Road Interchange projects in Queensland, the RAAF Base Tindal and Stuart Highway shoulder strengthening projects in the Northern Territory, the Hawkesdale Wind Farm in Victoria and HMAS Albatross in New South Wales.

A leading team

Empower is a lean and technically proficient team that continues to perform when it comes to quality and quantity of works delivered. Collaboration and engagement with our clients are at the forefront of what we do, and we look forward to continuing these ever-evolving relationships.

Future direction

We will continue to strive to maintain our position in master planned residential land communities and built form property development, whilst consolidating existing design deliverables for BMD Constructions and BMD Urban within their infrastructure delivery projects. We remain focused on growth, exploring emerging opportunities in the energy renewables and defence sectors.

We will maintain our culture of best practice and our focus on the continued improvement of technical and commercial capability within our team, to ensure we can continue to provide market leading advice to our clients and key project stakeholders. The development of our team is critical in the delivery of best practice professional services that showcase innovative, industry-leading solutions.

Year in review

JMac

Record revenue
of more than

\$76^M

Projects for
repeat clients

90%

Pipeline of
work in hand

\$65^M

Projects
awarded

45

Projects reaching
practical completion

32

Our capability

JMac combines expertise in landscape construction and building to deliver exceptional outdoor spaces and state-of-the-art buildings to clients across Australia.

With landscape construction making up 70% of our work and building 30%, we create cohesive and purposeful projects that enhance communities.

Our success is built on the exceptional talent and expertise of our industry-leading teams, in combination with our long-term relationships, a reliable network of subcontractors and a commitment to quality. Positioned for future growth, we continue to excel by leveraging our distinct capabilities to deliver for our clients.

Market update

We continue to navigate a competitive market landscape with strong activity in both South East Queensland and North Queensland, though resourcing challenges persist across the industry. In response, we have adapted by self-performing smaller civil projects in these regions, enhancing our capabilities and efficiency.

The Victorian market remains exceptionally tough, with tight labour conditions and ongoing supply chain delays impacting operations. Despite these challenges, our teams have refined their skills in mitigating and minimising disruptions, demonstrating resilience and adaptability.

Project commencement delays continue to affect all regions, however our commitment to proactive problem solving ensures we remain well-positioned to deliver on our promises to clients.

Achievements

We are pleased to report that we delivered a record revenue of more than \$76 million for FY24, with South East Queensland and North Queensland achieving significant growth. We also concluded the period with \$65 million worth of work in hand.

More than 30 projects reached practical completion including several in Queensland such as Brisbane City Council's Witton Barracks Park and Creative Community Hub revamp, AVID Property Group's Harmony Local Park on the Sunshine Coast and Mackay Regional Council's Finch Hatton Trailhead.

In Victoria, we successfully completed the Bruce Comben Reserve project on behalf of Hobsons Bay City Council, delivering a new playground, picnic facilities, multi-use courts, an off-leash dog zone and a new car park.

A leading team

Our teams across all regions continue to collaborate closely with our partners, ensuring we consistently deliver exceptional outcomes on every project.

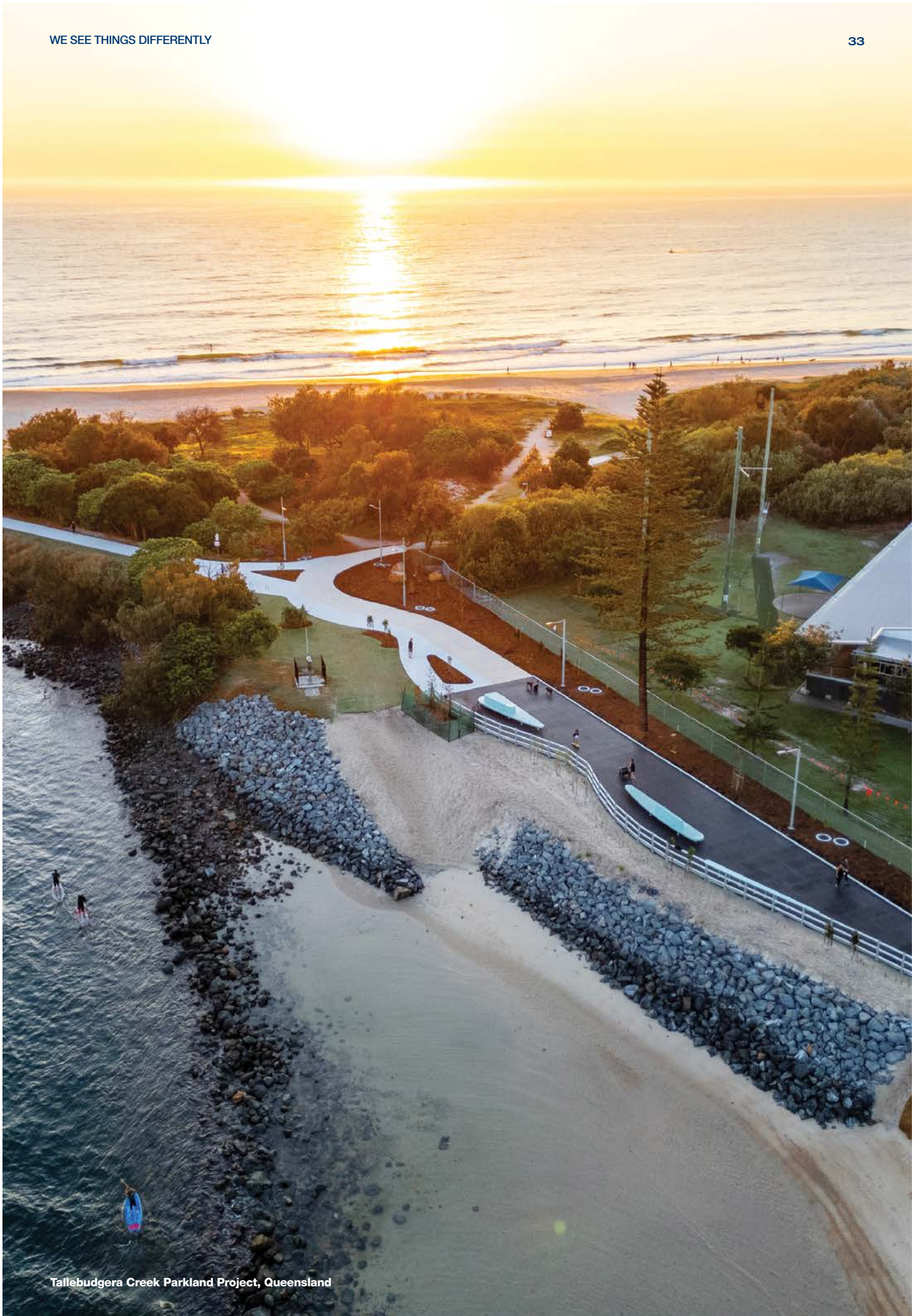
The continued efforts of our site and office-based teams make it possible for the business to achieve exceptional results for clients.

Future direction

Moving forward, we are committed to expanding our capabilities by actively pursuing new opportunities in emerging and growing market sectors.

As part of our future direction, we will be focusing on strengthening our offerings in the education, sports and recreation spaces.

By continually evolving, we aim to meet market demands and deliver outstanding results across a broader range of projects.



Tallebudgera Creek Parkland Project, Queensland

Year in review

Urbex

More than
lots sold nationally

270

Active residential
estates

14

Lots to market
nationally

325

Our capability

Urbex continues to create value in the Australian development market as an innovator of residential and mixed-use communities, delivering best practice in project structuring, planning, management, delivery and marketing.

We undertake development projects in sole ownership, joint venture and consortium partnerships across Brisbane, Sydney, Melbourne, Darwin, Perth, Cairns, Townsville and Mackay. Our key markets span both urban and regional areas, showcasing our adaptability and commitment to delivering the best possible results for clients and communities.

Our unique integrated offering within the broader BMD Group enables a collaborative approach across business units, fostering innovative solutions and driving value for our business and partners.

Market update

This financial year, we successfully delivered titled land in an acutely undersupplied market, despite a challenging civil construction and labour environment.

The South East Queensland market stabilised in early FY24, leading to increased enquiry and momentum in sales. We entered the built form market with the Wellington Collection in Brisbane's bayside, delivering our first project of this type under Urbex Living. Six high-end luxury apartments were sold, while build costs and timelines were effectively managed.

In North Queensland, we launched an integrated housing solution in the Mackay market, aligning with emerging market trends. We also repositioned Townsville's Rasmussen area with the Somers and Hervey project, achieving strong sales in Stage 1 and setting new price benchmarks.

Achievements

In South East Queensland, we built on our award-winning achievements for the Minnippi project in Cannon Hill, securing the 2023 Urban Development Institute of Australia (UDIA) Queensland Residential Subdivision Award for Excellence, while being named a finalist for the national award.

The completion of the final stage of our Capestone development in Mango Hill set new records for land prices across the surrounding catchment area, and achieved finalist status for the 2023 UDIA Queensland Master Planned Community Award. Importantly, we proudly delivered a diverse range of housing options across the development, while maintaining a strong trend of customer loyalty and satisfaction with many repeat buyers contributing to the project's success.

In Western Australia, we launched and sold out our first Perth-based project, Homebrook Gosnells, setting a price record for the Perth market as recognised by the Real Estate Institute of Western Australia.

A leading team

Throughout FY24, we strengthened our capabilities by strategically expanding the Urbex senior management team, appointing a Finance Business Partner who brings extensive experience as a seasoned banker to a pivotal role across both corporate and project sectors.

Our lean, highly qualified team continues to lead every aspect of our operations, from acquisition and finance to development management, sales and marketing. This streamlined approach enables us to consistently deliver high-quality projects across Australia, demonstrating our efficiency and expertise in every phase of the process.

Future direction

The Australian "home ownership dream" — along with the need for safe, quality, affordable, and secure private rental tenancies — is becoming increasingly out of reach for many. A combination of limited land supply, historical underinvestment in social and affordable housing, and shifting demographic needs has resulted in an unprecedented national housing crisis. These ongoing challenges present significant opportunities for innovative solutions.

Urbex is researching and investing in a range of integrated housing typologies and construction methodologies, inclusive of modular housing, designed to be aligned to supply future market demands. By delivering practical, scalable solutions, we aim to provide accessible, innovative housing options that will benefit communities and position Urbex at the forefront of addressing the housing crisis for years to come.



Capestone, Queensland

Year in review

Prime BMD

Major projects
awarded

4

Contracts
won

PHP\$10^B

Projects achieving
zero lost time incidents

6



Our capability

Our operations in the Philippines continue to expand significantly, particularly in the marine, dredging, water, and general infrastructure sectors.

The past year has been pivotal, marking a successful progression of the strategic direction set in early 2023. This strategy has focused on broadening our client base in untapped sectors, while maintaining strong relationships with our existing clients.

In the competitive and rapidly evolving Philippine construction industry, we have consistently delivered innovative and comprehensive solutions. Our commitment to safety, environmental stewardship and community engagement sets us apart as a trusted partner in driving infrastructure development across the Philippines and the wider ASEAN region.

Market update

The Philippine construction industry continues to face significant market challenges, including a shortage of skilled workers and professionals, compounded by unpredictable weather conditions due to super typhoons. While these factors can lead to unexpected delays, we have effectively mitigated impacts on our ongoing projects by prioritising local recruitment, working closely with local government units (LGUs) to ensure a skilled labour supply and fostering positive relationships within the communities where we operate.

The Philippine economy has shown remarkable resilience, bouncing back from the COVID-19 pandemic with even greater momentum. According to analyst reports, medium-term growth will be fuelled by the construction sector, which plays a vital role in job creation, income generation, and expanding the nation's productive capacity. Both public and private investments in infrastructure will be key drivers of this growth.

Despite challenges such as high logistics costs and global inflation, initiatives like "Build Better More" are expected to sustain long-term economic growth. Key infrastructure projects and regional development initiatives underscore the critical role of construction in the government's broader economic strategy.

In the past 12 months alone, we have secured four major projects totalling almost 10 billion PHP (AUD\$263 million) in contract value. These include both repeat and new business engagements, demonstrating our strong client relationships and growing market presence.



MICT Berth 8 Expansion - Phase 1 and 2, Philippines

Achievements

Our unwavering commitment to safety coupled with our people-centric project execution has been exemplified over the past financial year.

We earned four Perfect Safety Records from the Safety Organization of the Philippines in 2023 and an additional three in 2024, all for projects with zero lost time injuries (LTI) over a full year. These included the Access Bridge project in Pampanga, Cabading 3ML Reservoir and 80 MLD Booster Station project, Upper Wawa Pumping Station project, Manila International Airport (MIA) Marine Facilities project, Baras Mainline project, and the Maintenance of the Manila International Container Terminal (MICT) and MICT Berth 8 Expansion projects.

In addition to these accolades, we achieved one million hours without LTI in the East Bay 200 MLD Water Treatment Plant Project for Manila Water Company, Inc., and in the MICT Berth 8 Expansion Project for International Container Terminal Services, Inc (ICTSI). Our collaboration with Boskalis Philippines in the MIA Marine Facilities Project resulted in a remarkable 10 million hours without LTI.

These major safety milestones underscore our dedication to safe operations, ensuring uninterrupted productivity and reinforcing the trust of our clients, partners, and potential business prospects.

During FY24, we were awarded Phase 2 of the MICT Berth 8 Expansion project alongside our ongoing work for Phase 1 and a new project in the Visayas region to repair the wharf for the Visayas Container Terminal (VCT). Our ongoing collaboration with ICTSI has consistently yielded results and we anticipate our exemplary work on the VCT will lead to further opportunities.

We were also awarded the Early Works and Main Works contracts by ACEN to develop a jetty port for the construction of a planned wind farm along the eastern seaboard of the Philippines. This project marks our entry into the energy sector, and we are optimistic about expanding our capabilities in this critical industry.

Additionally, we acquired a land development project for Southlinks Estates from Height Realty Inc, marking our first venture into high-end residential and commercial land development in the Philippines — a promising entry into the real estate sector.

A leading team

In June 2024, our team faced the profound loss of our CEO and President, Sebastian 'Basti' Arsenio R. Lacson. In the wake of his passing, the Prime BMD family came together in solidarity, addressing our grief through tributes and a communal moment of silence.

Through a shared spirit of family and aligned purpose, we navigated this challenging time while providing support to our people. The Board appointed Justin Devantier as CEO, ensuring business continuity and ongoing leadership.

Future direction

Looking ahead, our focus will be on enhancing project delivery and business growth through three key pillars.

First, we will concentrate our efforts and resources on the priorities outlined in our three-year strategic plan, ensuring we are well-positioned and strategically aligned to meet future demands.

Second, we will continue to refine our approach to tenders, design, and project execution, to ensure the timely delivery of high-quality work that reinforces our reputation for excellence.

Lastly, we will seek new business opportunities in key markets, including renewables, defence, and our core business areas. With a cohesive leadership team and a strong foundation, we are well-prepared to expand our market presence in the Philippines in FY25 and beyond.

Year in review

UK

MORE THAN **20** projects awarded

Projects reaching completion

7

ALMOST **60%** of projects for repeat clients



Our capability

Our UK business offers expert advisory and support services to projects and programmes of work supported by a team of dedicated professionals who pride themselves on delivery excellence.

We operate across a broad range of industry sectors with a focus on nuclear licensed sites, defence infrastructure builds, and other forms of infrastructure which have high barriers to entry and complex technical challenges.

Our blend of Australian and UK talent allows for solutions that have proven successful in both jurisdictions, particularly around enhancing project productivity, and supporting teams through collaborative forms of contract such as alliancing and enterprise models.

Market update

The UK market presents ongoing opportunities to continue our success since establishment in 2022. We will continue to extend our presence in AUKUS related investments in the UK and new nuclear power.

Key wins include supporting Balfour Beatty's successful bid for the non-fissile package at the SSN-AUKUS reactor manufacturing facility in Derby, engaging in the multi-billion redevelopment of Devonport Naval Base and securing work at Sellafield's Nuclear Waste reprocessing facility.

Additionally, we are contributing to the Nuclear Advanced Manufacturing Research Centre (NAMRC) in Rotherham, and both the Sizewell C and Hinkley Point C new nuclear power station builds in the UK.

We expect to participate more extensively in the UK water security investment based on the construction expertise we have provided to Anglian Water as their mega reservoir program develops its Development Consent Order (DCO) readiness.

We are well positioned to serve the ongoing investment in rail infrastructure in the UK with presence in some of the most significant infrastructure developments at Euston Station, Old Oak Common, High Speed Rail 2 and the vast Control Period 7 maintenance programme.



Achievements

We have achieved remarkable growth in staff and our geographical footprint and secured significant commissions, particularly within the nuclear and defence sectors and where these markets converge in AUKUS. Our expertise continues to be recognised with key appointments related to productivity enhancement, establishing collaborative forms of contracts, and enterprise style working, virtual digital construction and safety culture transformation.

We remain committed to community and social responsibility, having successfully engaged 10 schools through the rail safe friendly initiative.

Our commitment to quality was reaffirmed with a successful ISO9001:2015 surveillance audit, and our active participation in industry associations like the Railway Industry Association and Rail Forum has broadened our industry engagement, notably through events such as Rail Live 2024.

Our internal Fortitude training programme has equipped our cohort of aspiring young engineers with the disciplines required to work productively in high-risk environments with safety culture and risk management as a key tenant to success. The programme also covers all aspects of project management from commercial discipline, working in matrix team structures, design management, DCO development skills and leadership.

A leading team

Our business proposition thrives under a 'learn and return' model, leveraging the Australia-UK free trade agreement to place around 50 Australian professionals on UK infrastructure projects, particularly in the nuclear and defence sectors. This unique approach not only broadens the expertise of our team, but also strengthens our transnational knowledge base, with 100% retention of Australian professionals that have joined us.

As a result, the team has grown significantly, with a 25% increase in personnel since July 2023. We are on track to expand further with plans to recruit 50% more people over the next 12 months.

Our team's higher utilisation rate of 88% against our target of 85% underscores our effective scaling efforts and commitment to delivering excellence across all projects.

Future direction

Looking ahead, our strategic focus remains on expanding our footprint in key sectors and regions.

Our top priorities for FY25 are securing work as part of the infrastructure build in Barrow-in-Furness, where the first SSN-AUKUS submarines will be built and at HMS Clyde in Scotland which, along with HMS Devonport, will support the fleet of SSN-AUKUS submarines.

We are also committed to growing our profile in the UK water sector, building on the success of our current projects with Anglian Water and supporting clients that are in DCO development to ensure productivity enhancing outcomes are entrenched in the project strategy at the outset. We see this as critical to addressing the well documented risks around project budget and programme containment in the UK market.

Delivering city shaping infrastructure



Fitzroy to Gladstone Pipeline



Location: QLD

Client: Gladstone Area Water Board

Value: \$983 million

As part of a the McConnell Dowell BMD Joint Venture (MBJV), BMD is delivering the Fitzroy to Gladstone Pipeline (FGP) to address the single source water supply risk from Awoonga Dam enabling long-term water security for Gladstone Area Water Board's customers in the region.

The project comprises an approximately 117-kilometre pipeline, a water treatment plant, reservoirs and pumping stations. Construction began in August 2023 and is expected to be completed in March 2026.

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

Hall Road Upgrade (Western Package)



Location: VIC

Client: Major Road Projects Victoria

Value: \$142 million (Western package only)

BMD delivered the western package of the Hall Road Upgrade, resulting in safer, more reliable and less congested travel between McCormicks Road and the Western Port Highway in Melbourne's outer southeast.

With a project focus of expediting critical work, three planned 24/7 construction blitzes were conducted, minimising the risks associated with working adjacent to live traffic and helping to reduce long term ongoing disruption to motorists and local residents. Along with the accelerated work schedule, BMD achieved an exceptional safety result with zero lost time injuries and a total recordable injury frequency rate (TRIFR) of zero over 500,000 work hours.

Mount Crosby New Vehicle Bridge



Location: QLD

Client: Seqwater

BMD delivered the construction of the Mount Crosby New Vehicle Bridge project to provide a more flood-resilient route and improved traffic flow over the Brisbane River in Mount Crosby, the epicentre of Brisbane water supply infrastructure for nearly 100 years.

During delivery, BMD mitigated the flood risks to the essential infrastructure and renewed over 50 assets of potential cultural significance. With a focus on preserving the rich cultural heritage of the area, the existing weir bridge (which suffered extensive flood damage) was efficiently and effectively repaired. Following this, BMD successfully completed the construction of the new two-lane flood resilient vehicle bridge.

Delivering city shaping infrastructure

New Fitzroy River Bridge



Location: WA

Client: Main Roads Western Australia

Value: \$244 million

The Fitzroy Bridge Alliance (FBA) completed a critical rebuild of the Fitzroy River Bridge. The project was initiated in response to the January 2023 flooding event which saw the original bridge suffer irreparable damage, severing the crucial link between East and West Kimberley communities.

The Alliance successfully delivered the project six months ahead of schedule, but the team's exceptional success laid in its ability to engage with the local community and businesses, maximising employment through engaging approximately 250 local workers, resulting in one quarter of all hours worked - totalling over 110,000 hours undertaken by Aboriginal workers. The project's targeted spend to benefit Aboriginal enterprises was 20% of the project value, with the FBA successfully exceeding the KRA, achieving 22%. Additionally, the business diversification target was met by spending a total of \$50,000 across at least 12 Fitzroy Valley businesses.

Tonkin Gap



Location: WA

Client: Main Roads Western Australia

Value: \$400 million

As part of the Tonkin Gap Alliance, BMD worked with Main Roads Western Australia and the Public Transport Authority to deliver significant infrastructure which removed a well-known bottleneck on the Tonkin Highway, resulting in significantly reduced travel times, improved safety, along with greater connectivity for commuters and local communities.

Having been awarded a Gold Infrastructure Sustainability (IS) Design Rating, the highest score achieved at the time by a V2.0 project, the Tonkin Gap Project and Associated Works exemplified excellence in delivering top-tier infrastructure to the transport sector. This rating celebrates the team's success in implementing and promoting sustainable practices to achieve governance, economic, environmental, and social goals through meticulous design and construction planning.

Newell Highway Program Alliance



Location: NSW

Client: Transport for NSW

Value: \$357.5 million*

As part of the Newell Highway Program Alliance, BMD delivered the design and construction of 38 overtaking lanes (approximately 60 kilometres) and six additional safety improvement (20 kilometres worth) on the Newell Highway. The final product has helped improve safety for road users and slash travel time by approximately 33 minutes.

As a key freight route between Victoria and Queensland, a focus of safety specifically associated with traffic management was crucial to the project's success. Innovations included end of queue accident mitigation traffic initiatives, illuminated guidance systems, temporary variable speed limit signs, and the design of dual overtaking lanes, instead of the originally proposed individual north and south bound overtaking lanes in some locations. These initiatives not only reduced the potential risk of injury to the workforce, but it also minimised disruptions to road users' journey times and maximised the number of lanes able to be constructed under the project budget.

Darwin Ship Lift



Location: NT

Client: Northern Territory Government

Value: \$515 million

BMD Constructions in a joint venture with Clough, is delivering the development of the Darwin Ship Lift Facility for the Northern Territory Government.

The facility will be constructed to enable the maintenance and servicing of Defence and Australian Border Force vessels, along with commercial and private vessels from the fishing, energy, cruise and marine industries.

Through a local first approach, we are working with the Territory Government to secure local procurement and employment, providing opportunities for all Territorians to be involved in this significant project.

* \$320M Exc. GST is the Alliance including TfNSW costs
\$288M Exc. GST is the BMD/AECOM contract value

Developing Australia's communities



Katherine East Neighbourhood Centre Stage 2, Northern Territory

For 45 years, we have been delivering urban developments and infrastructure vital to keeping Australian communities connected.

Drivelt



Location: NQ

Client: Drivelt NQ Motorsport

Value: \$8.7 million

BMD delivered the construction of a world class racing track in the Drivelt NQ Motorsport and Driver Education Facility. This iconic facility provides state of the art services for North Queensland, enhancing professional motorsport racing, driver education and training, and community motor sport events.

Completed on time and within budget, a high emphasis was placed on contributing to Townsville community's long term economic health. The project team outsourced local contractors and provided employment and upskilling opportunities to locals. This resulted in three Labourers and a Leading Hand completing a Certificate III in Pipe Laying, and two Leading Hands completing a Certificate IV in Civil Construction Supervision.

Katherine East Neighbourhood Centre Stage 2



Location: NT

Client: Department of Infrastructure, Planning and Logistics (DIPL)

Value: \$19.5 million

BMD delivered 7.3 hectares of transformative residential and commercial space for the Department of Infrastructure, Planning and Logistics (DIPL). Located 312 kilometres south of Darwin, the project successfully executed earthworks, roadworks, stormwater, sewer and electrical works to help boost the Katherine community and the region's economy as a pivotal hub for tourism, agribusiness and defence.

To overcome construction challenges presented by the hard rock terrain, the project team employed KEMROC technology. Attached to a 30-tonne excavator, the KEMROC machine would cut through tough rock with efficiency and precision, helping deliver the required trench depth efficiently and accurately for sewer and stormwater reticulation.

Developing Australia's communities

Sunbury Sewer Outfall Duplication



Location: VIC

Client: Greater Western Water

Value: \$244 million

BMD delivered upgrades to the Sunbury Road outfall sewer in support of the growing population pressures placed on the north Melbourne region. The project team managed the replacement and duplication of critical sewer underground infrastructure and reinstatement workings, resulting in the area being left in better condition than BMD found it.

Constantly working in close proximity with local landowners, the team incorporated comprehensive communication and stakeholder management processes. This included early stakeholder and resident meetings which informed locals on the expected impacts and solutions, accommodation options during nightshift dates and the installation of noise blankets which received positive feedback from residents.

Hillside External Water Main Stage 5



Location: QLD

Client: Urbex

BMD delivered the supply and installation of a 758 metre DN250 PE potable water main to support the development of the Hillside, Mooloolah Valley community. Together with the installation of the critical water main, the project team undertook the construction of fire hydrants, scours and necessary pipework trenching.

Using horizontal directional drilling (HDD), BMD minimised both surface disturbance and eliminated clashes with existing services during construction. HDD also reduced the need for construction to take place within zones of influence, resulting in maximised tree retention across the Mooloolah Valley and a decreased impact on local residents. This methodology enabled the team to deliver the project on time and within budget.

Ampol Lytton refinery



Location: QLD

Client: Ampol Refineries (QLD) Pty Ltd

Value: \$35 million

BMD is delivering the earthworks and construction of new water treatment plant infrastructure to upgrade the refinery to meet the new low-sulphur gasoline requirements. Located in a secure live operational environment, the project has required extensive planning and collaboration to minimise impacts to the refinery.

Confronted with contaminated soils, the team has re-engineered pavements with geosynthetics and made fundamental soil layer adjustments. This significantly reduced the cost of landfill disposal, helping the client save millions in disposal fees. The team has also setup an on site contaminated water treatment facility which ensures all run off water is clean and risk free to the nearby wildlife reserve.

Wellington Road and Heysen Boulevard Roundabout, Mount Barker



Location: SA

Client: Department of Infrastructure and Transport (DIT)

Value: \$4.4 million

BMD delivered the construction of a new single lane roundabout to support the growing urban population of Mount Barker. Located at the intersection of Wellington Road and Heysen Boulevard, the project team carefully coordinated a construction program that completed the project to high standards, minimised impact to road users and positively contributed to the local community.

Committed to HSEQ excellence, the project team embodied a strong safety and environment culture and completed the project with an impressive total recordable injury frequency rate of zero over 18,586 hours worked, along with zero environment incidences.

Integrated master planning in action

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



Somers and Hervey Estate

Location: QLD

Client: Urbex

Located in the scenic Upper Ross region in Townsville's south-west, Somers and Hervey Estate is a visionary and newly developed residential master planned development, with diversity of lot sizes over an expansive 16-hectare site.

The development marks a continuation of Empower's strong presence in Townsville as the team works to bring the masterplan to life. With a range of complex engineering challenges, including flood mitigation and highly dispersive soils, Empower is committed to delivering innovative solutions that ensure the development is both resilient and sustainable for the benefit of future residents.

Upon completion, the community will feature landscaped streets, parklands, walking and bike trails, playgrounds and conservation areas, as well as a proposed central community space to provide a hub for residents to gather and connect.



Creating vibrant community spaces

Tallebudgera Creek Park upgrade



Location: QLD

Client: City of Gold Coast

Value: \$6 million

JMac transformed Tallebudgera Creek Park into a contemporary recreational space with improved disability access and amenities. Works to the foreshore park included a 100 metre boardwalk linking the Oceanway between the park and beach, a viewing platform, playground, amenities block, picnic areas and an extensive concrete path network with extra lighting installed.

Works included dune vegetation and nourishment, demonstrating leadership in environmental preservation, and construction of a revetment wall, a long-lasting solution that will withstand harsh weather conditions and strong coastal currents, ensuring stability of the shoreline.

The construction of a fibreglass reinforced polymer boardwalk on screw piles provided the client with a low maintenance asset which will service the community for decades to come.

Finch Hatton Trailhead construction



Location: QLD

Client: Mackay Regional Council

Value: \$4.3 million

The Finch Hatton Trailhead acts as a service hub for the Pioneer Valley Mountain Bike Trails. JMac was responsible for the construction of key trailhead facilities that incorporated elements from the old Cattle Creek Sugar Mill, including an amenities block, BBQ areas, shade structures, paving, landscaping and custom bike racks.

In a nod to the site's agricultural history, JMac was able to refurbish the historic Kungurri rail turntable built in the late 1800's and construct a pedestrian bridge.

Since its completion, the trailhead and associated infrastructure has become one of the most popular mountain bike tracks in Queensland, having already hosted several international competitions. The trailhead is also used to host markets, fairs and other community events.

Bringing the community together through the creation of unique landscapes, sporting facilities and building infrastructure.

Bruce Comben Reserve redevelopment



Location: VIC

Client: Hobsons Bay City Council

Value: \$4.9 million

Bruce Comben Reserve has been transformed into a vibrant open space for the Altona Meadows community, providing a new adventure playground with a large climbing frame, accessible in-ground trampoline and carousel, dual flying fox, shaded sandpit, swings, trickle stream with water pump and a nature play discovery trail.

Other community facilities constructed by JMac included a multipurpose court alongside two resurfaced tennis courts, walking and cycling network, fenced dog off-lead zone, BBQ area and shelter, public toilets, and an upgraded and extended carpark area.

The multi-purpose court and tennis courts, in particular, will be a significant community asset for years to come, while the playground has already proven popular among neighbourhood and mothers' groups, with the bluetongue lizard waterplay frequently used throughout the day.

Witton Barracks refurbishment



Location: QLD

Client: Brisbane City Council

Value: \$8 million

Listed on the Queensland Heritage Register, the Witton Barracks played a vital role in military intelligence during World War II. This one-of-a-kind site, which houses the only remaining, purpose-built interrogation buildings for Prisoners of War in Australia, was reimagined as a community and social enterprise hub, with JMac working closely with consultants and designers to retain the site's heritage significance.

The scope of works included the refurbishment of the three cell blocks and former HQ building for community use, extension of the HQ building roof structure, restoration of the Motor Transport Cover, revitalisation of the exercise yard, and new pathways, landscaping, parking and utilities for all buildings. Heritage elements were retained as architectural features including listening devices in cells, original cell doors and original bricks for all buildings.

Numerous apprentices were employed and trained on the project through JMac and the subcontractor, with more than 4,000 hours of on site training achieved.

The project exemplifies JMac's ability to collaborate effectively and swiftly with our clients to achieve workable outcomes on a site that had a myriad of heritage constraints which surfaced daily.

Exporting our unique offering offshore



Manila International Container Terminal Expansion

Location: Manila

Client: International Container Terminal Services

Prime BMD was selected to deliver the Berth 8 Expansion project Phase 1 and 2 as part of International Container Terminal Services Inc's (ICTSI) long-term plan to expand Manila International Container Terminal (MICT) operations.

The scope of works includes the design and construction of a 300 metre wharf and 10 hectare yard comprising a new substation and reefer racks. With design works commencing in early 2023, construction over the last 12 months has seen the completion of 20,000m² of yard space and the accrual of just over one million hours without any lost time injuries.

Dynamic compaction was used throughout the yard to improve the ground — a first for this facility. With a 20-tonne weight dropping from 25 metres, this efficient method prepares the yard for the heavy container loading to come and prevents liquefaction of sand fill in case of earthquakes.

The project is anticipated to be completed in late-2026.





BMD has operated in the Philippines since 2017 as Prime BMD, a jointly owned subsidiary with a long-term client and partner, Prime Infra.





**OUR BUSINESS
IS OUR PEOPLE**

bmd.com.au