

The WORKS



Summer Edition 2022 - 2023

CONTENTS



04 DIRECTOR'S
MESSAGE

06 R.I.S.E.
THE McMAHON
SERVICES WAY

08 BRIDGING THE
PAST TO THE FUTURE

10 SAFER
TRAFFIC MANAGEMENT
THROUGH INNOVATION

12 IMPROVING OUR
REGIONAL ROADS

14 THE BIGGEST
SEATING CONTRACT
IN THE COUNTRY
A RACE TO SEAT F1 FANS

16 FAMILY FUN DAY
AND TENURE CLUB

18 IN HER OWN WORDS
SABA'S ENGLISH JOURNEY

20 MAC LEARNING
ACADEMY

22 SOPHISTICATED
SCAFFOLDING
THINKING OUTSIDE
THE SQUARE



24 WHAT IS GLASS FIBRE
REINFORCED CONCRETE?

26 ALL IN THE
DETAIL

27 INDUSTRIAL SERVICES
KICKS IT UP A GEAR

28 HAT-TRICK FOR
McMAHON SERVICES!

30 2022
CCF EARTH
AWARDS

31 2022
MASTER BUILDERS
SA AWARDS

32 LOT FOURTEEN
COMPLETION

34 OUR NEW
TECHNICAL OFFICE

35 BOLSTERING
OUR DEFENCE

36 RESPECT FOR AN
ICON

38 COMMUNICATION
BUILDS
STRONG PARTNERSHIPS

40 2022 NORTHERN
TERRITORY AWARDS

42 JABIRU
REVITALISATION
WORKS

44 REMOTE TENANCY
MANAGEMENT

46 RAAF DARWIN
"STARLIGHT" CINEMA
WORKS

48 TAKING IN THE SCENERY
AT GULAWULGAWI NGUNDA
NHAGU CAPE SPENCER
LOOKOUT



50 CEMENTING OUR
FUTURE

52 ANOTHER
RELATIONSHIP
PROSPERS

53 EMPOWERING THE
NEXT GENERATION

54 MORE THAN A
PROJECT, A LEGACY
FOR GENERATIONS
TO COME

55 SYDNEY
WATER AWARD

56 THE FUTURE STARTS
NOW

58 GROWING IN THE
SUNSHINE STATE

60 TECHNOLOGY
STRATEGY

62 HIDDEN VALLEY
RACEWAY

63 JESSIE FREEMAN,
THIRD GENERATION
TRUCKIE

Directors' MESSAGE



Above: Managing Director, David McMahon and Director, Andrew McMahon

McMAHON SERVICES ARE PROUD TO PRESENT OUR SUMMER EDITION OF *THE WORKS* MAGAZINE.

With the pandemic moving into our rear-view mirror, it has been an unprecedented year for McMahon Services. The growth of our team, despite the uncertainty posed over the past few years has been incredible, recently surpassing 1,050 employees – a number we expect to continue to grow as the business does. Couple this with an increase in the sophistication of the projects we're delivering, and you can't help but feel positive about the future.

Our people are central to what we do, and we pride ourselves on high staff retention and have our people to thank for our success. McMahon Services would not be where it is today if it wasn't for the hard work and dedication of our national team.

This year has seen us focus on our values, which have always been an important aspect of our business. Demonstrating our commitment to our customers, we've shifted our attention to providing even greater consistency in service quality. While our industry is not always known for its 'customer first' approach, we're looking to change this perception and become a leader customer service.

Investing in Our People

Our new in-house MAC Learning Academy launched in April, as part of our commitment to invest in our people to support our continuing growth.

Creating opportunities for our people to access structured professional development and career progressions, MAC Learning Academy is instrumental in helping the business fulfill its mission to lead change in our industry and deliver the best customer experience, with the best people.

As well as the MAC Learning Academy, we've also launched the R.I.S.E Graduate Program this year. Based on our core values, the program acknowledges that graduates are key to our success and add value to our operations. Our two-year program provides tailored technical and soft-skills learning, networking skills, a buddy program, and rotations through various areas of the business. Building this foundation is imperative to the ongoing success of our business well into the future.

Project Success

While our people are central to what we do, the successful delivery of our projects is essential to keep us moving forward. Our accomplishments on the PW2PA Alliance at Port Wakefield have opened the door for us to join the Fleurieu Connections Alliance, delivering the duplication of Victor Harbor Road. This is a great opportunity for our team to continue learning from their Tier 1 counterparts, and bring these lessons back to our core business.

Our relationship with the Department for Infrastructure and Transport (DIT) continues to go from strength to strength with the award of the Old Murray Bridge

Refurbishment Works, after successfully delivering the preliminary works last year.

After five years, our works for Renewal SA at the Lot Fourteen site are coming to a close, with demobilisation scheduled for the end of the year. During this time, our team has grown, both in size and capability. Lot Fourteen has provided us with unique challenges that we've met head on, and we look forward to watching the redevelopment of the site.

As the world begins to open up again, events are back on the cards. We've recently been awarded contracts for the seating and infrastructure for a range of motorsport events around the country, including the F1 Grand Prix in Melbourne, Adelaide 500, MotoGP on Phillip Island and the V8 Supercars in Darwin.

Our Technology

We are committed to providing excellent user experiences and maintaining our competitive advantage by investing in leading ICT solutions.

Cyber and information security is a critical business risk, and while we manage our information and cyber security in-house, we seek assistance from our skilled industry partners for the latest advice and services. This year we've achieved Defence Industry Security Program (DISP) membership, and met level two of each of the Australian Cyber Security Centre's 'Essential 8'.

Over the next two years, we will be rolling out further technological innovations, including the bespoke Tender Management Application, a Resource Management Platform, Performance Management Repository, and Timesheets and Employee Self Service Software, as well as building on the applications launched in the past 12 months.



Intract Australia

This has been another prosperous year for Intract. Our 'train on the job, stay on the job' business model has been successful, and we have received positive feedback on our mentoring of our Indigenous workers and our cultural awareness on sites.

Intract has delivered a number of diverse projects this year, including works for PW2PA and the Old Murray Bridge Refurbishment. At the Old Murray Bridge project, we have committed to our prison rehabilitation program, engaging with the local community and providing opportunities for newly released prisoners to gain employment and learn skills. This is fundamental to affording meaningful opportunities for ex-offenders in our community, and providing a catalyst for real change.

Ballestrin

Ballestrin has had another consistent year, establishing itself as one of South Australia's leading concrete construction and remediation specialists. They've posted their strongest financial performance in the past five years, after building on last year's streamlining of services.

Ballestrin has been supported by major project involvement, installing a super-T bridge as part of the PW2PA project and handing over the works ahead of schedule. They have also successfully completed the largest lift in South Australia this year, using Australia's largest mobile crane at 1200t for the Osborne Naval Shipyard project.

Conclusion

The coming year promises to be just as successful, with many opportunities on major projects, as well as continual improvement in our corporate support services.

Our ongoing success is not possible without our team, whose continuous dedication and hard work is imperative to our business' achievements.

We particularly wish to thank our customers and supply chain partners, for without their support and trust, we would not be able to meet these new challenges and opportunities.

Next year promises to bring many more exciting initiatives and prospects and our team is looking forward to the challenge.



R.I.S.E. THE McMAHON SERVICES WAY

Our Mission; Lead change in construction services to deliver the best client experience, with the best people.

Our Vision; Be the most successful and respected construction services company in Australia and New Zealand.

At McMahon Services, we live our core values. There are 4 pillars to these values.



Reputation



Safety



Integrity



Excellence

Our culture is core to who we are.

Our culture is based on five key themes that summarise who we are, what we stand for and how we behave.



We understand our **People** are central To what we do

Our people are our greatest asset and paramount to our success.

We are **Safety** focused

Our business is underpinned by a transparent and intuitive safety culture.



We strive for **Innovation**

We continually challenge everything we do to ensure the most cost effective and valuable solutions



We have an unbeatable **Can-do** attitude

We are determined to exceed customer expectations on every project, no matter the size.



We respect our **Family** business heritage

Our family values are at the core of our business; we respect where we have come from and everything that has shaped who we are today.





BRIDGING THE PAST TO THE FUTURE



The \$46m refurbishment of the Old Murray Bridge is one of the largest infrastructure jobs in McMahon Services' history. The South Australian Government funded project is a culturally and economically important project which seeks to preserve and enhance the heritage value of the State Heritage Listed asset, while securing its operational future for the next 30 years and beyond.

Completed in 1879, the iron bridge took six years to construct, becoming the first major bridge to span the mighty Murray River in South Australia. This provided a critical transport corridor between Adelaide and Melbourne, and relegated the need for graziers to swim their cattle across the river to history.

Leveraging off previous works undertaken in 2021, McMahon Services was thrilled to secure this major project. The team understood from the outset that ensuring the community accepted and engaged with the project would be critical to its success.

"Our biggest challenge has been to manage the community's expectations of what this project will deliver for Murray Bridge, and provide confidence to the community that the impact of the works on their day-to-day life would be minimal," said Ben Knoop, Project Manager.

"Early on, there was some public concern regarding the project, but the community was aware of the need, and has seen the benefits of the project to local businesses, for local employment and for South Australia's heritage."

As part of these refurbishment works, an environmental containment and encapsulation system is being used, to capture waste materials from grit blasting and repainting activities. Part of the works involves undertaking general repairs and the depth of our multi-disciplinary team enables the undertaking of these repairs efficiently, and to value add to the project using local labour sources.

All sorts of local businesses are reaping the economic reward of the project through local industry participation, including Bridge Building Supplies, Bed & Breakfasts and Moore Plant Hire. Each month, the project injects significant funds into the Murray Bridge economy and local small businesses.

McMahon Services and Intract Australia are also showcasing our commitment to enhancing Aboriginal employment outcomes through this project. Local Aboriginal participation makes up approximately 20 per cent of the project, and the project works closely with the Ngarrindjeri Aboriginal Corporation to achieve practical outcomes for local Aboriginal people.

"It is an enormous benefit to have such a good relationship with the Ngarrindjeri Aboriginal Corporation, given the rich heritage of the Ngarrindjeri people with Moorundi (River Murray), and the passion shown by local people working on 'their bridge'," Ben said.



As the project moves towards completion in late 2023, there will be opportunities for innovation. Already, the project has driven new technology outcomes with its overwater scaffolding and the Dynamic Traffic Management System, both of which are delivering improved safety and efficiency for the project and are on the cutting edge of the industry.

Moving forward, the project is managing site conditions resulting from the highest river levels in at least 50 years. Already, the project has taken action to enable works to continue, with the relocation of the site compound to three different locations on both sides of the bridge, the suspension of

scaffolding from the bridge structure and the near constant dewatering of over 500,000m² of work area.

"Being able to manage the unique risks of working next to Australia's longest river while continuing our work to a very high standard epitomises our team; we take pride in our work and want to leave the bridge in the best possible condition," said Ben.

550,000M²
OF WORKS



SAFER

TRAFFIC MANAGEMENT THROUGH INNOVATION

McMahon Services and SAGE Automation have developed a state-of-the-art traffic management system that delivers greater safety for workers and more efficient traffic flow for road users, which is being deployed for the first time on the Old Murray Bridge Refurbishment Project.

In planning for the works, it became apparent that traditional traffic controls on the 600m bridge would produce inefficiencies for blasting and painting the heritage structure. Additionally, potential road user delays, traffic queuing, a risk of accidents on the bridge and having workers in the line of fire were unacceptable outcomes for users of the main road connection between the East and West of Murray Bridge.

The creation of the Dynamic Traffic System evolved from the simple task of measuring traffic volumes over the Old Murray Bridge to facilitate modelling of queue lengths for contraflow traffic management. McMahon Services was able to build on the AddInsight software to develop a traffic control system that learns and adapts to changes in traffic flow and queue lengths in real time.

"McMahon Services needed to remove as much risk as possible which meant we had to innovate and automate as much as possible," said Nathan Robinson, Associate Project Manager, "and a new prototype system has been born with safety at its core."

The system uses a suite of technology including number plate recognition, vehicle radar and Bluetooth tracking to determine the length, speed and volume of traffic within a specified route and then adjusts the traffic signal timings to minimise waiting times and clear queues.

The system is dynamically controlled without the need for traffic controllers. However, traffic controllers are still used to monitor and manage the system utilising a simplified control panel and tablet without the need to set foot near the live traffic. Project managers can also monitor traffic remotely using the AddInsight Software.

These industry leading initiatives are maximising productivity, enhancing community and worker safety and increasing road user confidence and comfort as they interact with the worksite.

"McMahon Services is the first construction company to use this type of technology for the safe and efficient management of traffic during construction projects," Nathan said.

"The success of the innovative prototype in delivering safer and more efficient project outcomes is something we are very proud of."





"McMahon Services needed to remove as much risk as possible which meant we had to innovate and automate as much as possible, and a new prototype system has been born with safety at its core."

NATHAN ROBINSON,
ASSOCIATE PROJECT MANAGER



IMPROVING OUR REGIONAL ROADS

McMahon Services has been awarded numerous regional road construction contracts over the past year. With our signage currently displayed at sites across the state, we are proudly working with local contractors and extending our expertise in increasing safety on our regional roads.

Our diverse talent pool has been working on critical upgrades for SA motorists, adding guard rails, extending the life of the roads, increasing visibility at intersections, and constructing overtaking lanes. With an aim of 5% for industry participation, we were able to achieve 9% across our Indigenous, female, and graduate workforce on our regional Department for Infrastructure and Transport (DIT) projects.

Browns Well Highway

DIT engaged McMahon Services to undertake 210 km of shoulder works on both sides of Browns Well Highway to extend the life of the road to 30-40 years. Additional works included 14km of full width road reconstruction and a full re-seal of the Highway, spraying more than 550,000m² of crumb rubber with two crews.

Local contractors were a vital part of the works, and our team were quick to integrate into the community, adding a little extra energy to the local town of Loxton.

"The locals told us that it was quiet in the town before we started," smiled Project Manager Alan Hocking.

"It was great to see McMahon Services staff spending, hiring and contracting in and around the region."

Maintaining safety is always complex in a regional setting due to a lack of lighting, and the presence of kangaroos and

altered road conditions, but we worked closely with DIT to ensure safety was paramount. The project was undertaken during the COVID-19 pandemic, and crews were forced offsite for one week due to restrictions. However, works were allowed to continue under essential worker regulations.

"We worked in collaboration with DIT, implementing safety with traffic control on site full time and troubleshooting from day one and achieving the best outcome for their investment," said Alan.

The Mid North

The Horrocks Highway has been getting some much-needed attention this year with the promise of three overtaking lanes between Clare and Stockport.

The projects began in January 2022, led by Project Manager Wendy Tsai with a team of young engineers and experienced site supervisors who faced a multitude of unique challenges.

"We had unusual issues to consider," said Wendy.

"Inclement weather conditions, COVID-19, and fuel and truck supply shortages made for some organisational concerns that required foresight and precise communication."

Technically, matters were handled as they arose, such as land acquisition and subgrade issues affecting the timing for spray sealing. With spray sealing only possible in warm temperatures, primer seal was adapted for the Rhynie project to protect the granular pavement until it was ready. Similar conditions are being experienced at Stockport, with the asphalt wearing course scheduled for completion in late 2022.

The team forged along when the weather was fine, exceeding our quarry rubble lay from a targeted 400T per day up to 1900T, which was significant to overcome the wet weather delays. We also used 1% cement treated rubble on the lower layers of granular pavement at Rhynie to effectively minimise dry back delay.

Concrete barriers were installed to separate the work site from traffic lanes, creating a physical protection for workers while two-way traffic was maintained, except for one 24-hour, single lane contraflow in place for eight days at Stockport without complaints or incidents.

"We also used a Tiny Surveyor," said Wendy, "a line marking robot to undertake spotting prior to pavement marking that was highly accurate and efficient, saving time and effort."

The Clare region is home to many tourist attractions and we worked closely with the community and farmers to keep accesses open and maintain traffic flow. Our relationship with DIT is collaborative and positive, resulting in an increase in freight productivity, and reduction in travel times for the public and traffic incidents for all South Australian motorists.

**SPRAYING MORE THAN
550,000M²
OF CRUMB RUBBER
WITH TWO CREWS**



THE BIGGEST SEATING CONTRACT IN THE COUNTRY A RACE TO SEAT F1 FANS

Anyone who has watched Drive to Survive on Netflix has some idea of the mega-force behind Formula 1 (F1) in global motor sport, and that series just focuses on the teams and drivers. Behind the scenes, a massive workforce and an extraordinary amount of organisation supports million-dollar cars to vie for a place on the podium and for the travelling circus to deliver a spectacle to adoring fans.

F1 has the most comprehensive logistics and execution than any other sport, and when the host site swarms with enthusiasts, few give much thought to the infrastructural glue that holds it together.

The McMahon Services Events team has been working closely with the Australian Grand Prix Corporation since 2016, contracted to install seating for this high-octane Albert Park event. It's been an exacting project and the requirements have changed over the years, initially to provide 12,000 seats which increased to 17,000 before COVID-19 swung its axe on the first race of the 2020 season. Of course, the infrastructure was already built.

When F1 returned to our shores, fans turned up in droves to satiate a two-year yearning for the highest class of international racing. This called for a further increase in capacity to 28,000 seats, with the same delivery time, elevating it to become an even more challenging project for our team.

"It was rather daunting at first," Jon Berry, Manager - Events said, "because seeing it on paper is one thing, but executing it to a deadline is quite another."

"We had a reduced workforce like so many others, and pandemic requirements would add further pressure," Jon said.

McMahon Services settled into comprehensive strategic planning, breaking each stand into manageable segments, and designing a way that the current workforce could be effective and supportive to the large numbers of inexperienced staff that would be required.



180
SEMI-TRAILERS
OF SEATING
AND STEEL



22,000
MAN HOURS

"We only had 40% of our experience on our existing team, which meant 60% of the workers would need to be upskilled quickly and efficiently," he said.

The client required 12 grandstands, seven of them new, some of which were to be erected in a location never used before. This meant redesigning traditional models and being flexible on site when other infrastructure would inhibit line of sight. Ultimately, 180 semi-trailers of seating and steel would be used.

It was evident that adaptability was required and in one instance, a stand needed to be dismantled, redesigned, and rebuilt to incorporate new sponsorship signs in a space

with a smaller footprint. This required achieving the desired result within the normal design protocols and client approvals in a three-day timeframe.

With most of the team being new, it was paramount that a clear direction and cohesiveness would be needed because there was no room for a change to the deadline.

"It's non-negotiable for when the race starts," said Jon, "so there is zero room for error or inefficiency."

With the existing team heavily relied upon for their experience and skills, knowledge was transferred to a new team in an incredibly short timeframe. The experienced team was committed

to work on each stand before moving to the next, teaching and upskilling the new workforce as they went.

"It took 22,000-man hours to complete this assignment, which took us nine weeks to build and six weeks to dismantle. It makes us very proud. Interaction and respect within the team was paramount and we came together to deliver the biggest seating contract in the country," said Jon.

As Daniel Ricciardo famously said, "Sometimes you've just got to lick the stamp and send it." That's how our team tackles anything that's asked of them, they just get on with the job.



FAMILY FUN DAY AND TENURE CLUB



For the past three years, our Family Fun Day has been an event on the McMahon Services social calendar that everyone looks forward to. A day to celebrate company achievements, thank our personnel and their families, and enjoy time spent with colleagues, away from the office and worksite.

To say the day has grown since its conception is an understatement. We have tripled our attendance rate, with more than 1,000 attendees this year, and take pride in showcasing this event as one of the reasons why McMahon Services is such a great company to work for!

Celebrating our tenure club is part of the festivities at our family day, enabling the people entering the tenure club to be recognised in front of their peers and families.

At the 2022 celebration, we recognised the following people.

10 Years Club

- ▶ Duro Runjo
- ▶ Shane Apponyi
- ▶ Michael Drosd
- ▶ Rhys Harrison
- ▶ Trevor Sargeant
- ▶ Jack Badman
- ▶ Ben Fuss
- ▶ Renato Piantedosi
- ▶ Rob Doran
- ▶ Michael Pym
- ▶ Jamie Kley
- ▶ Brett Ordner
- ▶ Cliff Byrne
- ▶ Michael Oster
- ▶ Michael Durden

20 Year Club

- ▶ Michael Zilm
- ▶ Brenton Vogelsang
- ▶ Bradley Park

30 Year Club

- ▶ Sean Fitzgerald
- ▶ Joe Sattin



Brad Park 20 Years

Brad joined McMahon Services in 2002 as a 'yardie', before taking on a Boilermaker apprenticeship, and is now a fully qualified Boilermaker.

Part of our impressive Workshop team, Brad hosts a wealth of knowledge. His dad, Allan Park, has been an integral part of the Workshop team for nearly 28 years.

When asked what he enjoys most about working at McMahon Services, Brad answered "What I love about working at McMahon Services is the new experiences,

using my trade each day, working with the great group of people I work with, and learning new things every day... and working with my dad isn't too bad either.

The people I work with are the backbone of the company, they are all great tradesmen and they are people that I can learn from, and then pass my learnt knowledge onto junior members of the team.

The future is bright here at McMahon Services. I hope to be able to expand my skillset, perhaps travel nationally and maybe even learn a new trade, while becoming more experienced in what I do!"



IN HER OWN WORDS

SABA'S ENGLISH JOURNEY

Saba Jazi, a Project Engineer in our bustling Civil Engineering precontracts team, has shown nothing but determination and commitment throughout her journey to become more fluent in English-speaking in the workplace. She has come leaps and bounds and shares her encouragement, and tips and tricks that have helped her develop her English speaking below.

"When I was asked to write about my English learning experience, I was not confident enough that I could write a two-page story in English. But I thought it would be good to share my story with others to encourage the second language users, and give the native speakers an idea of how they can help their non-native colleagues.

Living in a country other than your hometown is exciting but can also be very challenging. Based on my personal experience, one of the most daunting steps is using a second language

within the workplace. You have to make sure your message doesn't get lost in translation, and you need to be more professional in your writing and speaking while focusing on your duties.

When I started my job as a Graduate Engineer, it was absolutely frustrating for me when I could not understand lots of the conversations. I had to listen carefully, write down some of the sentences, and translate them later to make sure I understood the message correctly. At times I just wanted to give up and potentially lose this opportunity.

I found out the only way to cope with this issue was to learn and practice. I took a notepad everywhere, writing down all the new words and practicing every night. I was listening to conversations around me and trying to copy their accents, which helped me pronounce the vocabulary right so they could understand me better.

I remember I was asked to make a phone call; I was so nervous that I couldn't understand most of the keywords, and at the end, I asked the person on the other end of the phone to send me an email instead, which, as you can imagine, was an embarrassing moment for me. I thought I would never be able to live with my second language and get fired very soon. But sometimes, it's not about you being able to do something new; it's about getting out of your comfort zone. So, I started making more phone calls which was so hard in the beginning.

I was lucky to work within a great company who understood my problem and helped me improve my English skills. We had a phone calls workshop with my manager, Charles Hatcher, and he taught me how to ask questions, be more specific when required, and how to negotiate with the subcontractors.



Writing in English was another overwhelming task for me. Incorrect spelling was my biggest issue (and still is). Fortunately, most people are switched on enough to understand me even if I missed a letter. However, it was embarrassing and sometimes hilarious if the meaning changed with the different spelling in my emails. I still ask my colleagues and manager to help me with writing and advice on which word is more appropriate and which grammar should be used.

Slang words and idioms were the funniest part, and I understood that I needed to learn more about the culture to get the slang word meanings. I started to listen to the radio, talk more with people, and engage more in Australian culture. It was very hard at the beginning when I did not have any ideas about the movie they watched last night on TV or their childhood cartoon characters. But I never gave up and tried to build more

friendships in my workplace. I tried to talk more with my colleagues, even if I did not understand them entirely and asked them to explain it to me. Sometimes my team push my interest in slang too much and we all have a bit of a laugh when I ring someone to ask for a quote for rubble at PortA-gutta (instead of Port Augusta).

Today, after about two years, talking on the phone is one of my daily routines, and even in my personal life, I prefer to make phone calls than send an email. I feel more confident when sending emails, and even my colleagues and managers have commented that I am more fluent in speaking and writing. I am still halfway through my English learning journey and have a long and exciting road ahead. I realise now that my English is not a barrier to learning, it is my attitude and that of others that contributes to my success."

"Saba is an extremely valued and respected member of our team, a brilliant young precontracts engineer. Saba's ability to write clearly and succinctly, estimate and communicate well, and be an expert in IT really highlights that the rest of us have no excuses for any of our limitations or biases in the workplace."

**CHARLES HATCHER, SABA'S
MANAGER AND BUSINESS MANAGER –
CIVIL GROUP**



MAC LEARNING ACADEMY



Our people are central to what we do and in April this year, we launched our in-house learning program – MAC Learning Academy.

MAC Learning Academy creates opportunities for our people to access structured professional development and career progression opportunities, allowing them to grow and thrive in their chosen career path. Delivering digital learning modules, paired with face-to-face training, we're developing clear career pathways, formalising minimum training and competency requirements, and supporting training programs to better empower our people.

The academy is a key cornerstone in our mission to lead positive change and deliver the best customer experience with the best people.

"Our people are at the cutting edge of innovation in our field," said Chief Financial Officer Jacob Cheek.

"We want the best people training the best people, so we are making significant investments in MAC Learning Academy over the next year to rollout more modules across the three training lines for a wide range of positions."

On the back of the launch of MAC Learning Academy, we have also introduced the McMahon Services Companies' R.I.S.E Graduate Program. Graduates and young professionals add value to the way we work, think and operate by bringing fresh perspectives and harnessing the latest industry training gained through their studies.

The two-year program was launched in August, with the first intake of 20 graduates across a range of disciplines

Our graduates have access to;

- ▶ Tailored technical and soft-skill learning
- ▶ Networking events
- ▶ Rotations through various business areas and projects
- ▶ An experienced mentor
- ▶ Generous employee benefits.

We look forward to seeing these graduates flourish, and are excited to harness the new ideas and value they bring to our company.

How to communicate well



"Our people are at the cutting edge of innovation in our field,"

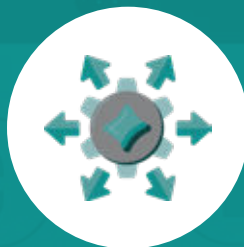
**CHIEF FINANCIAL OFFICER
JACOB CHEEK.**

MAC Learning Academy encompasses three program levels; Achieve, Empower and Influence.



Achieve

delivers critical training in line with our business management systems and Safety Certainty 2.0 principles.



Empower

provides a higher level of understanding in mission critical areas, allowing our people to confidently perform and excel in their roles.



Influence

is the highest level of training, designed to instill effective leadership behaviours and inspire continued professional development.



SOPHISTICATED SCAFFOLDING THINKING OUTSIDE THE SQUARE

McMahon Services are no strangers to a challenge, so when Viterra contacted them to assist with a major problem, it was apparent they were up for an exciting project to devise innovative solutions, and execute to the highest standard.

Viterra had accidentally overfilled a 200m long shed with Soyameal which inadvertently became moisture affected, causing the product to set hard onto the supporting trusses. When the Soyameal was removed, much of the framework of the shed buckled.

The project involved the replacement of the shed's truss members which support the in-load conveyor. A solution which was originally proposed involved a permanent propping system, which required a significant amount of steel, as well as labour and waste costs to assemble and disassemble the propping system.

Thus, it was determined that a sophisticated technique would need to be designed and developed, sending the Engineering and Scaffolding team into new territory.

"We realised quite quickly that we would require a new and flexible scaffolding system, and we needed to extend

ourselves into developing it within a reasonable budget and on time," said Graduate Engineer, Tyler Rosenzweig.

Viterra and McMahon Services worked closely together, mindful that this project required engineering on site with an uneven floor. This highlighted both manufacturing and safety concerns as well the need to develop a system which would work effectively and efficiently. Assessment was made of the building safety and how to remove the bent trusses as the shed would need propping for the damaged sections to be replaced.

The project team devised a moveable 30-tonne scaffolding system that would caterpillar along on wheels, meaning that it wouldn't need to be deconstructed after each section was complete, saving time and money for the client.

The concept of moveable rather than fixed scaffolding was a whole new capability for McMahon Services and has escalated the potential that they now know they are able to design and implement.

"The next stage was to shore up the shed to prevent the same thing happening again," said Tyler.

Tension rods were removed and the building was structurally reinforced from the inside. A large concrete slab was poured to extend the plinths and external bracing to the walls and roof were built to give Viterra confidence in filling the shed in the future.

"In the course of the remediation, the capacity increased from 18,000 tonnes to 20,000 tonnes," mentioned Tyler.

The project presented many challenges, all of which the team met with a can-do philosophy. Viterra needed to continue use of the shed commercially, and McMahon Services worked closely with them by working in two stages, allowing 100m of the workspace to be used in each phase - no easy feat given the amount of new infrastructure and moving deadlines that needed consideration.

McMahon Services sister company Ballestrin Construction Services were well equipped to provide and pour the massive amount of concrete needed under extremely tight deadlines, enhancing the benefit of inhouse collaboration.

The timely and excellent outcome resulted in 1026 cubic metres of concrete, 1000 metres of steel welding, 1200 sq metres of painting,



20,000
MAN HOURS

52.5 TONNES
OF NEW STEEL

52.5 tonnes of new steel and 20,000 man hours at completion.

Our innovation meant a 50% reduction of project cost and duration, whilst also providing a safer construction methodology by eliminating the requirement for working at heights for 90% of construction activities.

The project was multi-faceted and required a multi-disciplined team, highlighting a strong and effective collaboration between internal and external stakeholders.

“We have a wonderful relationship with Viterra and one which we look forward to continuing,” said Tyler, “and I believe our willingness to think outside the square and take calculated risks for our clients is really exciting.”

Tyler estimates that in not out-sourcing any of the project combined with their team of highly skilled people has shaved considerable time from the completion date and now McMahon Services have a scaffolding system ready to help future clients.

Bring on the next challenge!





WHAT IS GLASS FIBRE REINFORCED CONCRETE?

Bring your design to life

Delivering innovative solutions, and being ahead of the game is our speciality. Asurco Roofing and Cladding are specialists in the fabrication, design and delivery of Glass-fibre Reinforced Concrete, also known as GRC.

GRC is an innovative and lightweight concrete with the opportunity to cast virtually infinite shapes, profiles and textures, it can bring projects to life without limitations. It uses alkali-resistant glass fibres as reinforcement instead of the steel used in conventional precast.

Uniquely agile, versatile and sustainable, this material is quickly becoming a choice solution for architects, designers and builders globally. Its blend of glass fibres and concrete is what gives this unique compound its load-bearing strength and flexibility.

Uses and Applications

Due to its strength and composition, GRC presents designers and builders with a material that can create the most ambitious designs. With the ability to be cast and finished in limitless styles and shapes, it can be used to replicate traditional, historic features or create modern, futuristic designs.

Adapted to suit any project, GRC has a range of uses and applications. Commercially, it is often used in exterior building façade panels as an architectural concrete. It is moulded into thin, lightweight panels with the opportunity for more creative freedom than conventional concrete.

GRC is incredibly versatile thanks to its strength, weight and design. It's a cutting-edge building solution and has been used for commercial offices, retail shopping centres, cultural buildings and churches, complex roofing and façade elements, noise walls, education facilities, and government buildings.



Advantages and Benefits

GRC is a truly unique and versatile material that offers a number of benefits over its conventional counterparts. It is strong and lightweight, making it faster and more affordable to install while offering durability and strength to the point of being almost indestructible.

Strong

The unique chemical composition and high dose of glass fibres makes for a high impact material with an impressive strength-to-weight ratio. GRC has a tensile strength that is three to four times greater than steel-reinforced concrete. While its relative density is similar to concrete, GRC panels can be made much thinner and can be up to 80% lighter than traditional concrete, meaning greater ease in handling and installation. Not only is it tough and easy to handle, but its lighter weight also makes it more cost-effective.

Versatile

The combination of strength and flexibility provides virtually unlimited opportunity when creating a lighter, thinner and architecturally complex structure. Without the need for steel or other rigid components, GRC offers creative possibilities for designs of any size, with intricate details, complex shapes or smooth curves. There is also a range of finishes available, with a variety of textures, colours and surface details.

Sustainable and Energy Efficient

GRC production requires a lower consumption of energy and natural raw materials, and is often undertaken using recyclable materials. The composite is based on natural earth oxides that are considered to be safe for the environment. It is a sustainable solution with a much lower environmental impact than traditional concrete precasts.

Durable and Non-Combustible

Unlike conventional concrete, GRC is not at risk of corrosion and is specially formulated for greater protection and wear. The material requires minimal maintenance and can be formulated to offer additional resistance to weather, sound, fire, chemicals and impact.

**GRC IS
INCREDIBLY
VERSATILE
THANKS TO
ITS STRENGTH,
WEIGHT AND
DESIGN.**



ALL IN THE DETAIL

It's not only Geelong's AFL team that's been kicking serious goals this year, the arts sector has also been a winner as part of the Victorian Government's \$140m Little Malop Street Redevelopment.

Working with ARM Architecture, Asurco Roofing and Cladding has been installing a spectacular concrete draped curtain frontage on the new Geelong Arts Centre in a painstaking project that required immense precision.

Reminiscent of a renaissance sculpture, ARM Architecture's vision was to create a veil that replicates a stage curtain being drawn back to reveal the main entrance. Initially the smooth coverture required an extremely accurate mould design, which needed three to four months of intensive design work and coordination before the casting could begin. The mould's development was a huge undertaking, led by four designers who worked closely with a team of 40 in a lengthy and labour-intensive exercise.

Asurco was approached by ARM Architecture after working together successfully on a previous project, and experienced designers from both companies collaborated successfully throughout the complex undertaking for client Lendlease.

"The project was unique and a great learning opportunity for many of our team," said Manager Baxter Elland.

"The curtain tassel was 2.5m high and 900mm in diameter, and the mould details and execution left no room for error," he mused.

Attention to detail was never more paramount as every millimetre was considered to create the effect of the fall of a curtain. This complexity was coupled with the planning and logistics required to deliver the panels to Geelong safely and securely, a crucial aspect of the smooth running of the project.

Broken down into numerous zones, the panels were cast and sent by road from our SA warehouse to be carefully installed one panel at a time.

"Multiple moulds were made simultaneously but the installation was individual and within a short timeframe," Baxter said.

The effect of the curtain is breathtaking, and the works have entered the final months of the installation for the completion date in November 2022.

"To be a part of a different and special project makes the team extremely proud," Baxter said. "We don't get opportunities to work with this level of intricacy very often."

While the project timeframe was tight, and there were many risks, Asurco successfully delivered the required outcome for their customer and the people of Geelong. We are looking forward to delivering our next challenging project, and the ability to leave a legacy for years to come.



INDUSTRIAL SERVICES KICKS IT UP A GEAR

Over the past nine years, our Industrial Services business unit has developed a reputation for tackling the most challenging jobs across Australia. Our multi-disciplinary capabilities and can-do attitude enable us to deliver difficult projects few others want to tackle. From industrial cleaning to shutdown works and ongoing maintenance and emergency services, our team delivers a wide range of services.

Established in 2013, the team of five has grown to include Operations Managers, Project Managers and multiple Supervisors. We're proud of our highly diverse crew that we've developed, with our team now extending to 80 people on major shutdown works, with 40% Indigenous participation and 23% female participation. The revenue from our Industrial Services projects has also tripled over the past two years.

Our Industrial Services business unit is supported by a fleet of specialised plant and equipment that has been accrued over the years. What began as three vacuum units, has now grown to more than 10, all of which are heavily used across the scope of our industrial services works, from initial construction to the ongoing industrial maintenance works and shutdown management. With extensive experience delivering long-term maintenance contracts, we work with our customers to ensure optimal plant productivity through effective industrial site maintenance planning and management.

We have also conducted plant shutdown management, including multi-disciplined activities such as plant decommissioning, demolition, asbestos removal, high-pressure cleaning, vacuum recovery, remediation,

recycling and site preparation ready for redevelopment. We are able to service projects across Australia in urban, rural and remote locations.

"Our focus with all our customers has always been not why we can't do it, but how we are going to do it, so when the opportunity does knock, we are in the best position to open the door," said Industrial Services Manager Christopher Brooksby

An excellent example of this attitude and our ability to consistently deliver is our position as the preferred industrial services provider for all surface shutdowns at BHP Olympic Dam. We have invested time and effort building our reputation with BHP Olympic Dam, based on our capability and reliability, and we are now a trusted services provider.



HAT-TRICK FOR MCMAHON SERVICES!

Congratulations to the three hard-working and humble employees who took home awards on Friday 19 November 2021 at the Civil Contractors Federation SA (CCF SA) Training and Gala Awards.



Lukas Berry

Supervisor of the Year

Lukas has more than 20 years' experience in the civil industry, and is a well-respected member of our team. He is a natural leader and mentor to our young Indigenous and non-Indigenous trainees and apprentices onsite, and works hard to develop their work skills, as well as valuable life skills. Lukas has a 'lead by example' approach to his role, ensuring that he will never expect someone to complete a task that he himself wouldn't be willing or able to do. This approach instils confidence in his team that their allocated deadlines are never out of reach.



Carmine Pastore

Quiet Achiever

A Senior Estimator in our Civil Engineering team, Carmine has spent most of his life working as an Estimator, providing him inimitable knowledge of civil estimating. He's old school; he has a drawer full of scale rulers that most of us have never seen, and uses a calculator so complex that no one else can use it! Carmine has an extreme level of attention to detail and accuracy, and he is comfortable as Lead Estimator in projects worth hundreds of millions, right down to projects worth a few thousand dollars, with his application of quality never wavering.



Will Gower

Future in Civil

Will joined McMahon Services straight out of University as a Graduate Engineer and since then, has continued to grow and influence those around him. Will is also part of the CCF SA Future in Civil Committee, and has recently been elected Vice Chairperson. In that time Will has helped drive the restructure to revive and refresh the committee for further growth. He is passionate about his role and the industry, especially the future progression of the industry for the next generations.

Congratulations to Lukas, Carmine and Will, and all of the other winners and finalists on the night, including Tyson Webb (Intract) – Indigenous Trainee of the Year, and Wendy Tsai (McMahon Services) – Women in Civil.



Wendy Tsai



Tyson Webb



Charles Hatcher

It was also on this night that we got to congratulate our very own Charles Hatcher, who was recently appointed as President of CCF SA. Charles is passionate about improving professionalism in the industry and the South Australian standard of civil project delivery. With this in mind, he also supports the upskilling of personnel in the industry and creating long-term careers, not just "jobs for a contract."

Charles is an integral part of the company, and we wish him all the best representing CCF SA and McMahon Services.

Congratulations Charles!



The Gala Awards for 2022 did not disappoint, and this year we got to say a massive congratulations to four employees who were finalists, two of whom took out top prize in their categories!

Matt Anderson was a finalist for Manager of the Year, Jessica Hann for Best Training to Employment Outcome, Tom Brown for Certificate IV in Civil Construction and Malcolm Cox for Site Manager of the Year.

It was a close competition and we are proud to say that Jessica Hann and Malcolm Cox were winners on the night.

Jessica started her career as an apprentice and continued to learn on the job while finishing her formal studies in the classroom. It was clear from her first day that she applied her learned skills, and fit into the team

like she had been there for a decade. Jessica is a genuine example of a true success story because she takes nothing for granted and gives her all. She has the potential to be a leader in her team and in the civil construction industry. Jessica is one to watch!

Malcolm says he loves getting out of bed each morning because he loves the variety of work in the civil industry. A natural leader and mentor, he is well respected and the perfect example of someone who has a great attitude and personality to match. He started his career in the industry 20 years ago and with his determination and constant drive to better himself, he now manages some of our most high-profile projects.

Fabulous recognition to all of our amazing employees who were finalists and nominated, and a great representation for the company.



2022 CCF EARTH AWARDS

We had a successful night at the 2022 Civil Contractors Federation (CCF) SA Earth Awards this year, coming away with major category wins for two of our three nominated projects.



Australian Bragg Centre Civil & Environmental Remediation Work

**Winner | Project Value \$10M-
\$30M Category (SA and
National Awards)**

McMahon Services undertook enablement works for the Australian Bragg Centre site - including demolition of existing structures, bulk earthworks, and remediation of an onsite soil contamination plume - under an ECI arrangement. Remediation works included intermediate waste soils, and low-level and high-level contaminated waste.



Carrickalinga Offshore Wave Generator

**Winner | Project Value \$2M-
\$5M Category**

**Winner | Judges Award Most
Outstanding Project**

McMahon Services carefully removed the above-water section of a large energy generator that was sunk in rough weather during relocation. The removal had to be sympathetic to the local marine ecosystem, not allow for explosives, and ensure the remaining structure was safe during and after the works. This project also won the Judges Award-Most Outstanding Project in recognition of its unique and challenging scope.



Gulawulgawi Ngunda Nhagu Cape Spencer Lookout

**Finalist | Project Value Under
\$2M Category**

Intract constructed two new lookouts, an accessible and pram-friendly paved pathway from the carpark to the lookout, four viewing nodes comprising concrete footings for stone, public seating, and a 22-vehicle carpark within the Dhillba Guuranda-Innes National Park.



2022 MASTER BUILDERS SA AWARDS

Following on from our success at the 2022 CCF SA Earth Awards, McMahon Services had an incredible five project nominated as finalists at the 2022 Master Builders SA Building Excellence Awards.

Carrickalinga Offshore Wave Generator

Winner | Excellence in Civil

McMahon Services undertook the complex deconstruction of a sunken prototype wave generator in a highly sensitive marine environment with challenging weather and operational conditions. Working collaboratively with Deep Bight Marine, the team successfully delivered the project for Department for Infrastructure and Transport.

Whyalla Airport Terminal Upgrade

Finalist | Commercial Refurbishment / Redevelopment up to \$5m

McMahon Services was engaged to manage construction of the Whyalla Airport Terminal Upgrade, ensuring the architectural style was maintained and expanded on, with the original 1960s terminal style build into the new structural design. The upgrade also used organic earth colours reminiscent of Whyalla's natural environment.

John Pirie Secondary School Redevelopment

Finalist | Commercial / Industrial Building \$5M to \$10M

McMahon Services undertook redevelopment works at John Pirie Secondary School including construction of two new classroom buildings, demolition of an existing transportable building, extension of the existing school hall, minor classroom block upgrades, significant renovations to the Powerhouse Theatre, landscaping and carpark construction.

Peterborough Roundhouse Remediation Works

Heritage Restoration (includes Residential & Commercial)

McMahon Services was engaged by the National Trust of Australia to complete remediation works to restore the Heritage-Listed Roundhouse's structural

integrity and remove asbestos from the structure. Works included temporary propping, removal of asbestos-containing material, roof replacement, excavation and reinforcement of piers and footings, fabrication and installation and metal connections, electrical works, timber replacement and reinforcement of compromised roof supporting members.

Lot Fourteen Boiler House

Finalist | Structure / Envelope – Commercial

The Boiler House works were diverse and involved isolation and removal of services, building demolition and remediation of the Boiler House, service tunnels and Adelaide Dental Hospital Basement. Overall, the project demolished 6017t of concrete, 20t of construction and demolition waste, 5735t of bricks and recycled 401t of steel. Approximately 1292t of asbestos contaminated construction and demolition waste was remediated from site. Civil works to fill the footprint of the two buildings and service tunnels totalled 20,000m³.



LOT FOURTEEN COMPLETION

After five years and more than 600,000 hours on site at Lot Fourteen, McMahon Services is wrapping up and preparing to demobilise.

The team has been a staple at Lot Fourteen since November 2017, delivering upwards of \$100M in demolition and decommissioning services.

Delivering a total of nine contracts, – including Stage 1, Stage 2B, the Women's Health, Allied Health and McEwin and Bice Buildings, Stage 3A, and the Boiler

House Demolition, – McMahon Services has gained invaluable experience from the diverse scope and built long-lasting relationships with Renewal SA and other key stakeholders.

"Being part of such an iconic project for the last five years has been an exciting challenge for our team," says EGM Chris Latham

"It's been a privilege to deliver this marquee project with Renewal SA for the state."

We have undertaken a range of high-risk demolition works on this project, from 30m superstructures to underground tunnels, and unearthed archaeological subterranean structures that give insight into the history of the area.

"It is bittersweet that the project is coming to an end, but we are proud of the work we have achieved and are looking forward to see how the site transforms in the coming years," Chris said.



TOTAL CONTRACT
VALUE
>\$100M

MAN HOURS
617,979



CONCRETE
WASTE
148,667T

CONSTRUCTION
AND DEMOLITION
WASTE
2,808T
(95% RECYCLED)



STEEL WASTE
8,373T

TIMBER WASTE
480T

OUR NEW TECHNICAL OFFICE



With more than 20 years' experience in project, design and construction management, Matt Elding has been a breath of fresh air. Joining our team to head up our newly established Technical Office, Matt is paving the way to enhance our in-house design capabilities by providing a more structured technical offering and value engineering to our customers.

In this newly created role, he has been working to provide more rigour and discipline for our design engagements, and strengthening our relationships with specialist consultants. Matt is focused

on building more internal systems and processes, with an eye on greater collaboration to ensure our projects are delivered with a standardised approach.

The central management of design services through our Technical Office mitigates business and customer risk. While broadening our end-to-end service, the new offering provides further benefits including more efficient constructability examined earlier in the project timeline, consideration of supply chain pressures during the design phase, and better innovation by integrating design and construction processes.

"As Design Manager, I span across our Design & Construct portfolio. My job is to make sure we have effective communication and collaboration between parties so there is efficient and timely flow of design information to manage risk and drive innovation early in the design development," Matt said.

"I am really excited about our increased service offering and the opportunity it presents to enhance our client's project objectives."



BOLSTERING OUR DEFENCE

McMahon Services has been working in the Defence space for more than 30 years, delivering on 50 bases across Australia, with most of our work undertaken within the Estate Works Program (EWP). As with all our customer offerings, we are committed to have our teams led by experts in their field.

The Manager, Defence Projects, Paul Hoendervanger has 24 years of industry experience with a Bachelor of Building from UniSA and has worked on a phenomenal \$900m in Defence projects.

Tony Mackay is our National Defence Lead and a 21-year Army veteran with operational service. Tony is a graduate of Adelaide University's Defence Industry Leadership Program, holds engineering and logistics qualifications, and is an AIPM Certified Practising Project Director, specialising in both Defence Estate and Acquisition and Sustainment Programs.

Both Tony and Paul had engaged McMahon Services to deliver projects they led in their previous roles, and when an opportunity arose for them to join our team, neither hesitated, citing the high-quality workmanship and professionalism they observed during project delivery.

As our National Defence Lead, Tony brings with him years of invaluable experience, knowledge, and a passion for Defence.

"I was excited to be able to bring my understanding and expertise of Defence to enhance the capability of McMahon Services in the field, and we are especially fortunate to have secured Paul as our Manager, Defence Projects," said Tony.

McMahon Services has worked within the Defence sphere since 1990 and Tony and Paul are committed to increasing our offering, which has until now grown organically and largely remained within SA and NT.

"We plan to grow our EWP services in SA and NT while expanding into other states," said Tony, "but more importantly our strategy is to transform from a 'contractor to Defence' to a 'Defence Contractor'."

"This is a subtle but important difference as Defence and Defence Industry recognises that a Defence Contractor is committed to working in the Defence environment. A Defence Contractor is expected to have established, fit for purpose, and compliant systems, policies, and processes that are employed by qualified, competent and Defence experienced staff."

"Moving to this next phase means we are process-ready and committed to position ourselves as a preferred partner and experts in the Defence horizontal and vertical construction and demolition space," said Tony.

Part of the success of this transition will be through the engagement of partner company Intract Australia, an Indigenous owned and managed construction and remediation business with 10 years of Defence experience in its own right.

"We are honoured to be collaborating with Intract," Tony said, "and believe it to be a key capability in our ongoing success. Our close working relationship is very important to us."

McMahon Services will continue to undertake larger programs to complement the other services within Engineering, Civil, Building Construction and Environmental areas by securing contracts and adding thought leadership to the agreements.

"We work consistently to exceed our Defence client's expectations" said Tony, "and McMahon Services is very pleased to play a part in our nation's security strategy."



RESPECT FOR AN ICON

With the pending sale of the West End Brewery site by Lion Co and many SA icons within its eight-hectare grounds, there was much discussion around what to do with the much-loved chimney stack that has hosted the SANFL grand finalist colours since 1954, and the historic copper kettle that sits proudly behind its glass enclosure to the awe of passing motorists.

A decision was made that the chimney would need to be felled and the copper kettle would be carefully removed under the Heritage Act. These two events would culminate in a collaboration

between multiple stakeholders. In a highly unusual project, expertise between our Demolition and Decommissioning crew, engineering, heritage groups, and the local council resulted in more than a year of planning and permits for a perceivable one day of work.

Safety was paramount for the project and no stone was left unturned to make sure all potential outcomes were considered. A felling specialist was engaged for the milestone event and a date was set. The work was dependent on weather conditions so when the

wind picked up on the nominated day, the fell was cancelled and rebooked.

On a clear and still morning the iconic chimney came down in front of a small management group from Lion who understood the historical importance of the project and were on side with the delayed timing and the thorough safety precautions that had been put in place.

“Planning and pre-work would mean that the chimney was removed in less than an hour, and we even waited for a break in the traffic so as to not startle passing motorists,” said Project Manager



Sam Morton. “A sense of relief swept through the crew when the removal was completed without incident.”

“With a hand selected team and a close alliance with Lion, the planning for chimney felling and kettle removal was painstaking and collaborative with a combination of ideas, knowledge and expertise,” said Construction Manager Stuart McKenzie.

“As a team we were flexible and agile, working closely with the owners to instigate a thorough decommissioning, which in turn would maximise the sale of the site,” he said.

The five-tonne kettle (originally restored and installed by McMahon Services back in 2015), was encased in a frame and as it was in a reduced rigging space, a dual lifting method was employed with two Franna cranes. The kettle was transferred mid-air to another 25t Franna crane, which was assisted by a 200t crane to rotate the kettle and place it on storage cradles, ready to be transported to a safe storage location.

Now that these important components of the project are complete, the civil remediation works will begin on the site for future sale of the land.

“We are on track to deliver this site to a high standard and ready for development by 2023 and will be assisting the City of West Torrens to install the Christmas Display, continuing the traditions of the site,” said Stuart.

Sam and Stuart both acknowledge the respect they and their team had for the project and the uniqueness of sharing the process with Lion. The McMahon Services team is primed and the path is now clear for the next stage of the Port Road Transformation project.



COMMUNICATION BUILDS STRONG PARTNERSHIPS

In 2021, the WA Government-owned energy company Synergy engaged McMahon Services to undertake phased demolition on one of the state's coastal coal-fired power stations, which was retired in 2016, as it further plans to retire its other coal fired stations by 2029.

Working on an operational power station site with coastal exposure increased many traditional risks, elevating the need for exact and detailed interaction between customer and contractor. Under the professional guidance

and leadership of our experienced Project Manager Anthony Conner and Supervisor Darren White, a young McMahon Services team was expertly guided through the many challenges that presented themselves.

"The demolition was particularly challenging due to the need to work through the phases and undertake works within an operational power station, and the changing weather conditions at the site impacted our ability to work," said Anthony.

"We needed to shut the demolition site down the moment it became unsafe due to inclement weather," he said, "and bi-weekly meetings were paramount to ensure all six contractors working at the site were aware of each other's movements."

The meetings have inversely created a very strong and lasting relationship within the collaboration and the McMahon Services methodology of open communication has resulted in great customer feedback and the prospect of more work to come beyond the 18 month and ongoing project.



Demonstration of a happy working relationship between customer and contractor is evident in the monthly customer feedback forms, which present glowing reports for both Anthony and Darren and their team. There is a gamut of complimentary five-star responses in the 12-point satisfaction survey.

“The positive feedback in the customer questionnaire is great for our team and the opinions from managers within Synergy indicate that our methodology is the right approach,” said Anthony.

“Synergy attended the meetings and will continue to keep abreast of the onsite dialogue as the project continues”.

The site demolition will make way for a large battery energy storage system and other potential future new energy assets, but not before the 1970s location is cleared of the old station infrastructure and the asbestos that lies within it. Air monitoring is conducted and reported daily to ensure the ongoing safety of those working on site.

Once again, we are delighted to be a part of the changing infrastructure of our country as it moves towards a safer and cleaner future by providing a service that considers the project, our customer, and our people.

2022 NORTHERN TERRITORY AWARDS



Billie-Jo Hudson

A big congratulations goes out to three very deserving women who were nominated for awards at the 2022 National Association of Women in Construction (NAWIC) NT and 2022 Master Builders NT Excellence in Building Awards

Billie-Jo Hudson – WHS Advisor

Finalist

- ▶ NAWIC Achievement in Health Safety and Environment Award
- ▶ NAWIC Achievement by Indigenous Woman Award
- ▶ Master Builders Women in Construction Award

Since joining Intract in 2019, Billie-Jo has become a multi-disciplinary asset to the company. She started with us as a Civil Operator and not long after, became a trained Asbestos Removalist and Demolition Labourer, before completing a WHS Advisor Traineeship.

Upon completion of her traineeship in December 2020, Billie-Jo became the Intract's first Indigenous female WHS Advisor in the Northern Territory, and one of very few in Australia. Billie-Jo is actively advocating for change to attract Indigenous women into WHS and building and civil construction roles.

In addition to her outstanding achievements, Billie-Jo is a well-respected leader and mentor to her peers, subcontractors and customers alike. She has demonstrated wholeheartedly that she takes great pride in providing support, leadership and mentorship to the team. We are proud of her achievements to date and look forward to seeing her career trajectory into the future.

Shyanne Sejdiu – Trainee Civil Operator

Finalist

- ▶ Trainee, Apprentice or Student of the Year Award

Prior to commencing her career with Intract in November 2021, Shyanne participated in the Youthworx Transition to Work Program, where she completed a work readiness program that included confidence and teamwork building and developing practical work and communication skills. During this time Shyanne also participated in volunteer work at Foodbank NT and completed theory studies of Certificate III in Civil Construction Plant Operations at Charles Darwin University in August 2021 to position herself as a job ready candidate with a civil construction company.

Shyanne's confidence has grown exponentially, demonstrating a keen interest in gaining additional knowledge across the WHSE requirements on projects and has accompanied the WHS Advisor in completing SIFER Audits.

Shyanne has been based at the Larrakeyah Defence Precinct N002 Larrakeyah Bulk Earthworks and Civil Infrastructure (Fuel Farm) project, where she is currently the youngest member of the team, and also the only Aboriginal female civil operator. Shyanne has not let this hold her back, and she gets along with the entire team, subcontractors and customers representatives.



Billie-Jo Hudson



Beatrice Antonio



Shyanne Sejdiu

Beatrice Antonio – Northern Territory Administrator

Finalist

► Office Professional of the Year Award

Beatrice is our dedicated NT Administrator and one of our longest serving employees within the Northern Territory team. With more than 13 years in the building and construction industry, her career began as an Administrator managing preventative and reactive maintenance work orders for Defence contracts across the Territory. Since starting with McMahon Services, she has championed change in the workplace, while working full-time as a single mother and carer to her elderly father.

Known for her great sense of humour, Beatrice keeps the office and field staff entertained and is a joy to work with. Her impact and achievements in the workplace are driven by her diligence in meeting deadlines and championing change.



Shyanne Sejdiu



JABIRU REVITALISATION WORKS

109 ROOF REPLACEMENTS AND REMEDIATION WORKS TO 55 RESIDENTIAL DWELLINGS

Situated just over 250km east of Darwin and covering 13.5km² is Jabiru township, historically constructed to accommodate the workforce of the Energy Resources Australia (ERA) Ranger Uranium Mine in 1982.

On 26 June 2021, Jabiru was handed back to the Mirarr Traditional Owners following the cessation of all mining and processing activities by ERA after 40 years of operation.

Following the hand back to the Mirarr Traditional Owners, the Territory and Federal Governments committed to contributing to its future as a tourism hub for the World Heritage-listed Kakadu National Park.

Jabiru is now in its transition from a mining town to an Indigenous-led tourism and government service centre for Kakadu National Park and the West Arnhem Region. As part of the transition, work packages were released for the remediation of 55 residential dwellings and 109 roof replacements.

Between January and March 2022, McMahon Services was awarded the remediation and roof replacement work packages by JLL. The projects have been funded and approved by The Commonwealth of Australia, and initiated by the Department of Agriculture, Water, and the Environment (DAWE) in a joint approach with Parks Australia.

Works Underway

In February 2022, we mobilised to Jabiru and commenced remediation of dwellings in a staged approach to minimise impacts on limited accommodation and resources in the community. The dwelling remediation will align with the Minimum Housing Standard, and modernise and extend the life of the dwellings. The scope of works included roof removal, demolition works, kitchen and bathroom refurbishments, painting, tiling, carport remediation works, concreting, electrical, plumbing and mechanical upgrades.

With clear sunny skies, we were given the nod by Mother Nature in mid-May that the dry season was officially here and works could commence on the 109 roof replacements. Roofing works have included removal of the existing roof tiles and replacement cyclone coded Colorbond roof sheeting, as well as the supply and installation of new solar hot water systems.

Key Challenges

Many challenges arise when working in remote areas, particularly where housing is restricted, resulting in accommodation shortfalls for the general population and contractors alike. We implemented a staged approach due to the limited accommodation available for tenants and to ensure households could return to their homes as soon as possible.

Fostering relationships in the neighbourhood has been key to the project's success to date, as well as working collaboratively with JLL to



program and transition tenants to and from their dwellings to remain on schedule.

Safe roofing removal and noise and dust control have been paramount in this remote, medium density residential area during the dry season, with controls in place at all times.

Ahead of Scheduled Completion

As of late June 2022, the team had completed remediation of 32 of the 55 dwellings and replacement of 22 of the 109 roofs. Works are currently ahead of schedule and on track for completion by the commencement of the wet season.

The Kakadu Biathlon

McMahon Services was a proud Gold sponsor of the 2022 Kakadu Biathlon, held in late May. The Kakadu Biathlon event is the Jabiru community's premier social event of the year and funds raised go towards maintaining and upgrading the Kakadu Golf Club.

The event involved a full day fishing on the Saturday and a 9-hole Ambrose on the Sunday. A fun weekend was had by all, including some of our team that participated in the competition.

"McMahon Services acknowledges the Mirarr people as the Traditional custodians of the lands that we have been privileged to live and work on for the duration of delivery of this project. We also pay our respects to Elders past, present and emerging."

ACKNOWLEDGEMENT OF COUNTRY





REMOTE TENANCY MANAGEMENT



In 2021, Intract was awarded the Remote Tenancy Management contract to manage more than 600 houses for Territory Housing in remote West Arnhem. Remote Tenancy Management services are now being delivered across four locations throughout the West Arnhem Region;

- ▶ Minjilang
- ▶ Goulbourn Island
- ▶ Maningrida
- ▶ Gunbalanya

Employment and Training 'The Intract Way'

The contract is providing employment, with a local team leader in each community managing the program. Its great having these team leaders in our offices to empower our staff to work hard and be proud of themselves.

- ▶ Team Leader Zenayha Doolan in Maningrida
- ▶ Team Leader Allan Gebadi for Goulbourn Island and Minjilang
- ▶ Team Leader Sharon Nawirridj in Gunbalanya

Every Monday and Friday, staff from each location come together over Webex for internal training, storytelling and learning together what we need to deliver back to Territory Housing. To date the project is progressing well with work plans in place and completed for all communities.

Healthy Living Practices Initiative

Our Community Housing Officers are also delivering education on Healthy Living Practices to tenants across the West Arnhem Region as



part of the Department of Territory Families, Housing and Communities' established Healthy Homes Program.

We are now well underway, visiting more than 600 government houses to deliver the Healthy Living Practices, and the Healthy Homes program is underpinned by the evidence based on Healthy Living Practices in promoting hygienic living.

The healthy living practices are:

- ▶ Washing people, especially children
- ▶ Washing clothes and bedding
- ▶ Removing wastewater safely

- ▶ Improving nutrition
- ▶ Reducing the impact of crowding
- ▶ Reducing the impact of animals, insects and vermin
- ▶ Reducing the impact of dust
- ▶ Improving temperature control
- ▶ Reducing hazards that cause trauma





RAAF DARWIN “STARLIGHT” CINEMA WORKS

Intract are bringing life back to the Commonwealth Heritage Listed RAAF Darwin ‘Starlight’ Cinema after being awarded the refurbishment works contract in March 2022.

Scope of Works

The refurbishment of the RAAF Darwin ‘Starlight’ Cinema project consists of external and internal refurbishment works alongside major electrical, mechanical and roofing components. To date the team has successfully overcome numerous challenges including compliance with the building’s heritage listing requirements and working on operational RAAF Base Darwin.

The team are currently tracking on schedule and budget, inclusive of the many delays and variations due to the unforeseen issues that appear when working on a building that is over 80 years old.

Restoration of Commonwealth Heritage Listed Building Elements

Being a heritage listed building, the Intract team have meticulously retained all façade features and original elements. Heritage works of note include:

- ▶ Replacing damaged internal acoustic tiles. The tiles have been hand made in Sydney from moulded plaster casts of the originals.
- ▶ Tinting external concrete stairs to match existing stairs that have spalling and shell marks from Japanese Air Raid bombing attacks in 1942.
- ▶ Replacing the entire roof, while fabricating like for like matches of all roof vents, flashings and guttering.

- ▶ Refinishing and buffing all existing heritage doors and door hardware.
- ▶ Repairs to existing original joinery, including the much-loved original ticket booth and stand.
- ▶ Replacing sections of original spotted-gum fascia boards.
- ▶ Colour matching all paints, tiles and fixtures approved by heritage architects and consultants.

To date, this high-profile Defence refurbishment project has been attracting regular visits from both project delivery PMCA representatives and defence end users interested in the buildings progress. Internal and external safety and compliance audits have taken place with positive commendations on the works so far, particularly the onsite team’s presentation and professionalism.



Key Challenges

There were some key challenges due to the building's age, including:

- ▶ Asbestos discovered beneath the building and in all excavations.
- ▶ Termites discovered through the subfloor.
- ▶ Large seams of coffee rock through all excavations and line boring.
- ▶ Lead dust within the ceiling space, and lead paint on the internal walls.
- ▶ Structural issues with damaged concrete and timber subfloor.
- ▶ Potential PFAS contaminants lead to the establishment of stockpiles and bunds on site for storage of spoil.
- ▶ Existing electrical system causing safety concerns
- ▶ Performing works during Pitch Black exercise when the base is very busy and on high alert with international visitors.

Innovations

Intract has successfully altered the methodology for the mains power connection from an open trench method to line boring. This has dramatically reduced on site risks and further delays to the project programme, in addition to saving over 10 trees from planned removal. Intract have also reduced any on-base disturbance during the increased activities being performed around base.

Intract has sought and procured numerous, unique heritage components through both local and interstate specialists. These include handmade acoustic wall and ceiling tiles; custom flashings and gutters; and machined-to-order hardwood. The reuse of salvageable sections of hardwood timber has been incorporated into window sash repairs and door sills damaged by years of rot and wear.

Throughout construction, Intract have identified several opportunities to add value to the project by upgrading different areas of the building. Through collaboratively developing proposals for defence with our client, Intract have been able to successfully refurbish the chaplain's kitchen, male and female toilets, additional glazing upgrades, BOH ceiling area and many more.

Referring to old photos and through consultation with heritage specialists, Intract have been involved in several discoveries of the building's original façade and building methods. The uncovering of these unique elements made only possible through the construction/de-construction process. Several of these discoveries have since been incorporated and included into this works package.



TAKING IN THE SCENERY AT GULAWULGAWI NGUNDA NHAGU CAPE SPENCER LOOKOUT

As Intract continues to grow, we strive to deliver projects that improve our in-house capabilities and help set us up for future works in new and exciting spaces. This was definitely the case for the Gulawulgawi Ngunda Nhagu Cape Spencer Lookout.

The name Gulawulgawi Ngunda Nhagu (pronounced: Goo-lu-wool-gowie Ngoon-dah Nha-koo) comes from the Narungga word '*Gulawulgawi*' being the place name for the Cape Spencer area, and '*Ngunda Nhagu*' meaning lookout. The project is part of the South Australian Government's Parks 2025 initiative, and one of three key upgrades in a \$3M investment to improve access for visitors to the Dhillba Guuranda-Innes National Park.

Intract was engaged by the Department of Environment and Water's National Parks and Wildlife Service (NPWS) to deliver two new stone lookouts, an accessible and pram-friendly paved pathway from the carpark to the lookout,

four viewing nodes comprising concrete footings for stone, public seating, and a 22-vehicle carpark.

Located on the southern edge of the park, the lookout offers unrivalled views of the coastline and boasts a 360-degree view of the Southern Yorke Peninsula, with multiple viewing platforms and interpretative signage along the 250m path.

Engaging with Architectural Design

The project had a large focus on architectural design as well as the practicality of materials, which was a first for Intract. As well as ensuring the finished products - such as the masonry stone walls and limestone aggregate sealed footpath - were completed to a high standard, we worked closely with the project's architect to ensure the works fit into the overall aesthetics of the park.

We engaged specialist subcontractor Adelaide Masonry to complete the masonry works for the two lookouts. The scope specified stone be used on the batter wall, seating plinth and node seat works at each of the lookout as the area is often exposed to high winds blowing from the Antarctic. Adelaide Masonry sourced local stone from nearby farms - which was usually donated - to construct the masonry walls. The stones were stockpiled by farmers as they were uncovered in their fields during ploughing season. By reusing these stones, the project saved on material costs and ensured only stone local to the region was used on the project, which fulfilled the architectural brief of the designer and met the project's sustainability goals.

This is one of the first times Intract has worked on such an architecturally-driven project. By working closely with the architect and Adelaide Masonry, our personnel gained invaluable experience working with specialist materials and improving our in-house capability.



ONE OF THREE KEY UPGRADES IN A \$3M INVESTMENT TO IMPROVE ACCESS FOR VISITORS TO THE DHILBA GUURANDA-INNES NATIONAL PARK.



Protecting the Surrounding Environment

Being inside a national park, protection of the surrounding environment and minimising vegetation loss was a high priority for us and NPWS. The carpark is located at the bottom of Chinaman's Hill, with a footpath that spirals clockwise up the hill to the lookout location.

As we could not disturb any vegetation outside the narrow site footprint, works were scheduled to go from the bottom of the hill to the top, with plant only allowed to drive over areas that would be excavated. Starting at the carpark, the team cleared vegetation from the area and used the clearly marked Contractor's Activity Zone (CAZ) to excavate upwards in a spiral to the lookout point. The CAZ had a maximum allowance of 1.5m on either side of the works, which required the team to use small machines and handwork where required to protect the surrounding vegetation. Once the lookout and associated footpath areas were

excavated, the team began constructing the pavement at the lookout on the top of the hill, moving all plant and personnel back down the excavated footpath area to complete the pavement works at the carpark. By using this method, the team did not have to cross the work area and could keep the CAZ as small as possible without having to compensate with extra room for plant to drive around the outside of the footpath, which maximised the amount of vegetation protected.

We also re-used existing topsoil on the project for the footpath shoulders. This reduces the need for us to import any outside material into the park, meeting the project's sustainability goals.

Custom Fabrications

Intract used in-house fabricators to manufacture the stainless-steel frames for the lookout seating in the company's Dry Creek workshop. By completing these works in-house, the project not only saved on cost but could ensure

high quality workmanship on the finished product. The team also used in-house transport to deliver the frames to the project site to mitigate any delivery delays through a third-party.

Indigenous Engagement

The project had a 49.98% Indigenous Participation rate with 3-4 Indigenous personnel employed throughout the duration of the project.

As part of the project, NPWS worked closely with Traditional Owners to establish the new lookout as a major interpretive site and share Narungga stories that relate to the landscape of the park. Additional signage, manufactured and installed by Intract as part of the project scope, helps to share these stories with visitors to the site.



Ballestrin.

CEMENTING OUR FUTURE

Ballestrin has established ourselves as one of South Australia's leading concrete construction and remediation specialists posting our strongest financial performance in five years.

Operating in three key areas, Ballestrin provides concrete construction, supply of trades and engineering and project management. This year, we've been no strangers to complex and challenging projects, including the Port Wakefield Overpass Bridge delivered for the Port Wakefield to Port Augusta (PW2PA) Alliance.

Opened in December 2021, we constructed three bridge structures, including the overpass bridge for the Port Augusta to Yorke Peninsula grade separation. We also undertook the concrete pour for the centre pier concrete wall and installed the Super-T bridge beams.

General Manager Michael Hyde could not be happier with his team's performance this year, with aspirations at an all-time high.

"I want Ballestrin to be known for providing high quality, turnkey concrete construction solutions,

promoting a high performing safety culture, and having the capacity, capability and technical knowledge to support and underpin key projects across Australia," he said.

The Port Wakefield Overpass Bridge was delivered ahead of schedule, demonstrating our commitment to exceeding customer expectations.

The future is looking bright at Ballestrin, and we're looking forward to strengthening our project delivery performance further, while diversifying our service offerings.



10-Year Club

This year, Ballestrin welcomed three of our valued team members to the 10-Year Club; Cliff Byrne, Brett Ordner and Jamie Kley.

Inductee Cliff Byrne said what he enjoys most about working at Ballestrin is the people.

"I've met a lot of knowledgeable people over the years, a lot of whom are still working here. It's great to bounce ideas off experts in a wide variety of disciplines."

Each of these team members is integral to Ballestrin's recent success, and we are looking forward to celebrating many more milestones with them.



ANOTHER RELATIONSHIP PROSPERS



Ballestrin has an ongoing, successful working relationship with agri storage business TPorts, having worked with them on a previous project at Lucky Bay on the Eyre Peninsula.

We were recently engaged to construct concrete foundations for two 10,000t silos and a 63m tunnel, as well as peripheral works such as a retaining wall and building slabs at the Wallaroo Grain Export Facility.

Works were proceeding well on a tight deadline, however when a subcontractor could no longer deliver on the supply of precast wall panels, there was no option but to construct the panels in-house. Completing the precast works internally allowed for the works to continue within program.

Ballestrin worked tirelessly alongside third-party providers so that the works could continue, executing the project successfully on time and within budget.

Overcoming the material delivery issues by creating the panels in-house strengthened our teams' resolve, as well as our relationship with TPorts.

A true testament of any project is whether ongoing work is to continue, and we are pleased to say that we are contracted to TPorts for more projects in the future. The flow-on of work can only be attributed to the team's professional delivery and we are thrilled to have an ongoing working relationship with a business whose philosophy aligns with our own.



EMPOWERING THE NEXT GENERATION

When a contract is signed for a new project, it is customary to take it at face value and undertake the works as per the contract scope.

In July 2021, McMahon Services and Ballestrin were engaged as the major construction principal by DIT for work on Port Noarlunga's River Road Bridge. We worked on the job in collaboration with Wallbridge Gilbert Aztec (WGA), SA based engineering consultants. The 1960s bridge had suffered damage, with each abutment settling up to 150mm, causing the bridge to bend over the central pier. The contract called for a repair solution at the central pier, introducing further risk and greater interaction with traffic on Main South Road. Our team was committed to determining a better solution that reduced the risk of further damage to the bridge and minimised interaction with traffic.

Project Manager Sam O'Dea and Site Manager James Rolston took the initiative to work with WGA, to design a better and safer solution by lifting the bridge at the Western end, rather than performing works on the central pier.

The team drove the design phase by concentrating on key elements and best practice methodologies, so the bridge would adhere to modern specifications.

When the design option was endorsed by WGA and accepted by DIT, real progress could begin.

Now that the fundamental issues with engineering and construction were understood, the familiar issue of traffic management would predominate. It was not possible for the bridge to be closed for any significant time and traffic would need to flow under and over the structure throughout the works duration, slowing the repair. It was paramount that the first phase of the project be completed by Christmas, so that holiday makers could travel unimpeded.

The bridge ultimately needed to be raised with jacks by 150mm on the Western side with the least interruption possible and a night application was lodged so that the team could work quicker and more safely. Works were required to be completed in a single night shift.

"The team worked meticulously, knowing they had no room for error," said Construction Manager Cliff Byrne.

"The lift had to be completed by 1am or the remainder of the works would interfere with the morning traffic, restricting our window in which to work," he said.

With the first lift unsuccessful, both teams would have to refocus and try again. Success was accomplished on the second attempt with little impact on the residents or the local traffic, but immense satisfaction for the team.

"We are always committed to upskilling our workers and empowering our teams, so a conscious decision was made to encourage our team to work with autonomy during the project," said Cliff.

With a mentoring system in place between the team and senior managers, the site team was able to troubleshoot and make decisions for a successful bridge correction, which was empowering for them. Over the course of the contract, they would negotiate with the client and communicate concerns and solutions in an environment that can only come with hands-on experience, providing opportunities for personal growth.

"I was very proud of our team," said Cliff "knowing that it has been great exposure for their personal and professional development."

The River Road Bridge works were completed in March this year and stands sure and steadfast, giving the community reassurance that it can be used safely for many years to come.



MORE THAN A PROJECT, A LEGACY FOR GENERATIONS TO COME

We acknowledge that to the broader community, much of our work is with development and new infrastructure, but McMahon Services certainly has the adaptability to work within sensitive environmental and cultural parameters when required.

In 2022, the Queensland Government invited tenders for civil and drainage works in the granite belt's Girraween National Park near Stanthorpe, and with a desire to increase our presence within, the state we were thrilled to be awarded the contract.

Originally, we were engaged to install new stormwater drainage structures and construct access roads, but the relatively broad scope created an opportunity for us to fully examine the requirements and scrutinize the ongoing needs for this remote and beautiful site.

"Many variables became obvious as the project progressed and on an administrative level, the budget didn't allow for the sudden scarcity and increase to the cost of materials," said Project Manager Chelsea Karna.

"We engaged with our customer and worked closely within these new limitations and around the non-negotiable requirement to build with wood in this natural environment."

With 1,000 timber bollards and more than 100 posts and guardrails required, suppliers were hard to locate and when one was eventually found, there was a 16-week delivery delay. This meant the project would continue, with the timber installation works scheduled towards

the very end, adding further complexity to the six-month schedule.

With multiple variations needed during the construction period, close and constant communication with the park rangers was necessary. Drainage was a persistent issue, and the project became even more problematic when roads would become periodically unpassable.

"We were very invested in the outcome and our crew lived close to the site, working seven days a week in teams of eight," Chelsea said.

All works were meticulously planned and managed due to the project's remote location and National Park status, with a black spot in communication also to be considered.

"As there was no internet or phone communication on site, all administration regarding deliveries and management needed to be done before the start of the working day," he said.

"Our customer also valued our development of an Environmental Management Plan to demonstrate our respect for the location."

The current campground had been open for 50 years and Site Supervisor Matt Rule and his family have been regular visitors to the park, understanding the passion that generations of park goers have for the site. The team was visited by a local indigenous woman who ceremoniously approved the works.

"I understood the significance of the area to visitors and first nations people and so did our team, and this consideration only elevated the pride we had for the work we were doing," said Matt.

Communication and consultation with the rangers was respectful and proactive, and the park workers hosted a thank you BBQ for the McMahon Services team on completion of the project in appreciation.

The upgrade increased 40 campsites to 60 and one amenity block to four, a significant achievement in a remote terrain subject to sub-zero temperatures. The local community and visitors will now enjoy designated tent and caravan areas with BBQ sites and new toilet and shower facilities. Meal preparation and picnic tables will enhance their experience and those with a disability have been considered.

The Queensland Government has commented that this restoration has set the benchmark for future Queensland campground upgrades, and communication with rangers with flexibility and sensitivity during the project has demonstrated our commitment to working with a variety of stakeholders in diverse locations.

**1,000 TIMBER
BOLLARDS AND
MORE THAN
100 POSTS AND
GUARDRAILS
REQUIRED**

SYDNEY WATER AWARD



Managing and caring for our fragile environment has never been more critical than it is now and delivering a clean and reliable water source for our cities is a vital component of our capacity to thrive into the future.

Sydney Water engaged McMahon Services on a project that would require the current reservoir to be replaced with a fit-for-purpose tank as part of the Prospect to McArthur project.

“As the reservoir system was being upgraded, it was essential that the works were performed with no damage to the surrounding infrastructure,” said Project Manager Josh Boord.

“In conjunction with specialists in sustainable infrastructure ACCIONA, a

deviation from the common process of demolition was deemed necessary and a bespoke removal was conducted,” he said.

To meet the client deadline in readiness for the new reservoir to be installed, a small and experienced team of six worked six days a week, for six weeks to remove each panel individually. A crane was used to carefully and safely remove the glass fused to steel panels that had been heavily bolted together. At the completion of the project, the defunct reservoir was taken by McMahon Services to a Sydney recycling.

Community consultation on the project was paramount, and residents were able to voice concerns and ask questions during a weekly door knock, which was

instigated to offer transparency and allay any fears. In conjunction with ACCIONA, we were thrilled to be awarded the ProMac Excellence Award for services in Community and Stakeholder Relations for our contribution in community consideration.

McMahon Services has successfully delivered this crucial project that will benefit the greater city of Sydney for many years to come, while remaining mindful of the environment and its inhabitants. We are proud of the commitment and professionalism of our team and thrilled to be working on projects and with organisations with a commitment to sustainability and an eye to build a stronger and more resilient nation.



THE FUTURE STARTS NOW

Anyone who has navigated their way through the Port Wakefield Overpass and Highway Duplication works north of Adelaide over the past two years will have some understanding of the significance of the design and construction required for an undertaking of this magnitude. At the time it was the largest project that McMahon Services had commenced at this level, and the collaborative experience in this major upgrade left us in good stead to work on the 2022 Fleurieu Connections Alliance (FCA) Upgrade, south of the city.

Like PW2PA, McMahon Services was integrated into the main Alliance as a sub-alliance partner to help design,

tender and deliver the Victor Harbor Road Duplication scope.

"We've made the most of the opportunities presented to us," said Senior Project Manager Mark Schneemilch, "and our reward was to be given more opportunities to deliver."

Mark believes major projects like these provide a broad range of opportunities, allowing the organisation to extend itself to achieve more and deliver previously unthinkable outcomes. He also stated that if we were not to take on these types of projects, they could be outsourced to interstate companies, affecting the future of SA organisations.

McMahon Services is self performing the works on the Victor Harbor Road Duplication as part of the overall FC Alliance.

The project began in 2020 and it has been a leviathan effort to bring it to the construction phase. Many stakeholders are involved, and much time has been allocated to understand the breadth of the works and consult with the community to understand their key drivers.

Planning has been crucial to meet the required outcomes and we continually strive to balance our teams with professionalism and inclusivity. The project delivers on key targets for 97% South



Australian participation, with 30% women in management roles and 8% of the crew is Indigenous. Twenty engineers, supervisors and project managers are just part of the 60-100 workers required.

McMahon Services also has an internal program designed to move graduates to jobs that will expose them to a broad range of experiences.

We have four graduate engineers on this project alongside 20% of the team who have participated in general training and upskilling," said Mark.

"To continue to operate on this level, we need to constantly invest in our people

and capacity, delivering more for SA by using local resources and personnel," he said.

This road is significant for the Fleurieu Peninsula, as a vital piece of infrastructure for tourism by connecting the state with its stunning vineyards and wineries, beaches, and key holiday destinations. It is also central to unite and sustain the southern residential developments and is seen as a project that will be done once and done properly.

Improving safety and reducing travel times during the upgrade are front of mind for McMahon Services, and we have taken much of what was learnt

from the Port Wakefield job and applied it to the FCA project. It's a culmination of expertise and experience.

"We understand the importance of including the community and appreciate their compliance and understanding during this prolonged assignment," said Mark.

"The future for civil construction starts now, and we've earned our place at the table."



GROWING IN THE SUNSHINE STATE

McMahon Services is thrilled at the steady pace of expansion we've been enjoying this past year in the Sunshine State. Our Queensland team has been pinballing across the state, experiencing many successes in 2022, including moving our Townsville office to a larger premises to satisfy the needs of North Queensland. While projects in the larger cities continue to grow, we are also committed to regional work, from Brisbane to Townsville, Mount Isa to the Torres Straits Islands, and everywhere in between.

Our People

Long-term McMahon Services employee Chelsea Karena was appointed as Area Manager in Townsville in 2021. Chelsea relocated from Brisbane and began the journey of setting up the new premises for us, building customer relationships and recruiting essential staff. She won

her first of many projects in Townsville and continues to strengthen and grow her team, with plans to extend further into the North Queensland region.

Other new members to our team are Project Manager Kim Kersh and Site Manager Caleb Tidey. Kim brings with him more than 31 years' experience in residential and commercial construction. His previous roles have taken him to sites around Australia, Papua New Guinea, and New Zealand.

Caleb has more than a decade in the industry. Looking for a new career opportunity, Caleb joined our team to grow capability on a broad range of interesting and diverse projects, aiming to bring innovative solutions to any challenge he is faced with. The experience that Kim and Caleb have under their belts has been instrumental to our recent successes and their contribution to the Townsville region is invaluable.

Our Projects

Townsville

Kim and Caleb began working with McMahon Services in February 2022, coinciding with the commencement of James Cook University (JCU) Demolition and Asbestos Removal Project.

Chelsea, Kim, and Caleb worked collaboratively on this multimillion-dollar project comprising demolition of four multi-storey buildings, including 12000m3 of friable and non-friable asbestos removal. As the university was fully operational at the time, the team rose to the challenge of ensuring student safety was elevated through tightly monitored zone security.

This project was supported by many dedicated McMahon Services personnel. Numerous Brisbane-based



"It's a testament to Kim and Caleb for the great communication skills and perseverance throughout the project"

**QUEENSLAND EGM
SCOTT TRENNERY**

staff, with support from Adelaide, spent much of their time away from their families to work in Townsville. The JCU project team is filled with quiet achievers and reached major milestones in the demolition process through their thoroughness, professionalism, and teamwork.

"It's a testament to Kim and Caleb for the great communication skills and perseverance throughout the project," said Queensland EGM Scott Trenerry.

"On what was a challenging project, it's the people who made this undertaking so successful," he said.

Proserpine

The project at the Proserpine Energy Queensland Depot included asbestos removal, minor demolitions, and a building refurbishment with Project

Manager Kim Kersh at the helm, working alongside the client to keep it within budget and on time.

Multiple variations were requested by the customer for additional works, which we happily undertook with help from our reliable network of local subcontractors. The relationship that Kim developed with the customer and the standard at which he completed the works has assisted us in being awarded another project for Energy Queensland in Townsville city, which is now underway.

The workforce included members of our Brisbane team who spent extended periods away from their homes and families without complaint. This commitment and flexibility has opened new gateways to working in new areas and with local contractors.

Torres Straits Islands

McMahon Services was awarded a contract to recover thousands of tonnes of scrap metal for recycling throughout the islands. We've started the works and been overwhelmed at the reception from the local community.

"It's delightful to watch our team receive such a warm welcome. They've been so inviting, and we feel at home," Scott said.

McMahon Services is committed to the people of Queensland and is thrilled by the reception we have received from government, stakeholders, and the community. Experience and professionalism with transparent communication are our strengths, and we are proud of the expanding list of projects across the state.

TECHNOLOGY STRATEGY

This year we invested heavily in our IT applications and security strategies to streamline our existing processes and develop smarter solutions to benefit both ourselves and our customers.

People and Project Management

SitePass was rolled out to automate risk management, compliance, and safety of our people. It provides the tools to easily create and assign workflows that capture documents required for projects and offices, as well as manage site visitors, deliver training, and manage all training and competency requirements. MAC Learning Academy is fully integrated into SitePass, meaning our people remain up-to-date on their training and competency needs in one centralised location.

Procore, launched in 2021, streamlines project documentation and communication into a singular cloud-based location. It seamlessly allows project teams and external stakeholders to collaborate on projects by centralising all project information, providing detailed insights and improving how we manage our projects.

We've also rolled out new Transport and Logistics Safety Management systems, including Guardian, Navman, Freshdesk and the Vehicle Operations Card to ensure that our people and plant are implementing best practices to remain safe.

Our Cyber Defences

This year we completed our rollout of Mimecast, an email security platform that proactively manages email threats and improve the internet safety of all employees making use of the organisation's email and network infrastructure. Mimecast's features extend to regular business-wide cyber training modules, mail archiving tool, and email gateway protection, and have been awarded Defence Industry Security Program (DISP) membership. We are continuing our program of system and process enhancements to further improve our efficiency, quality and industry impact.

Mimecast joins a growing list of cyber defences that ensure our people, information and assets are secure.

Cisco Meraki Firewalls and Virtual Private Network (VPN)

Provides encrypted access to company assets whilst protecting the network from all external threats

Duo Mobile

Prevents unauthorised access to information assets through multifactor authentication

Airlock Digital

Protects against unauthorised malicious code and executables through application allowlisting

CrowdStrike

Detects and protects against sophisticated cyber-attacks, anti-virus and general malware

Fortinet Firewalls

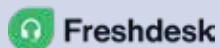
Prevents threat actors within the network preventing lateral movement and unauthorised access

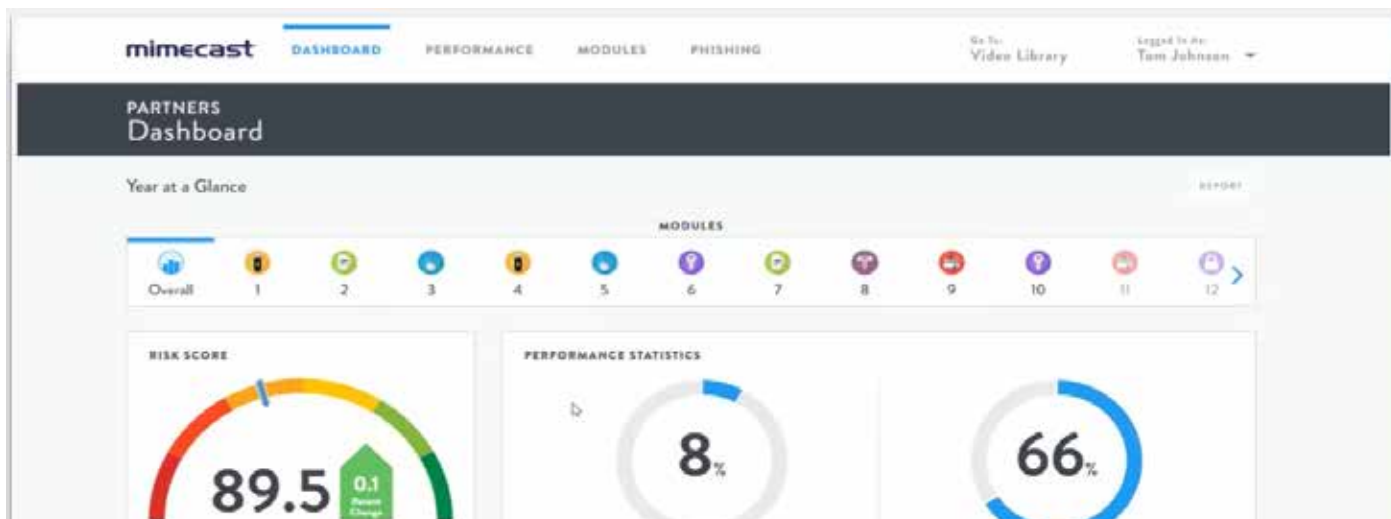
ManageEngine

Provides real time network monitoring, patch management and vulnerability detections to prevent breaches

Veeam

Provides and manages a reliable array of backups and high availability disaster recovery assets





Defence Industry Security Program (DISP) Membership

DISP provides the framework that enables Australian businesses to understand and meet their security obligations when engaging in Defence projects, contracts and tenders. McMahon Services Australia, McMahon Services NT, Intract Australia, and Ballestrin became Entry Level DISP Members in April 2022, adhering to the essential criteria across four key disciplines:

- ▶ Governance
- ▶ Personnel security
- ▶ Physical security
- ▶ Information and cyber security

Our memberships provide confidence and assurance to our customers that we understand and meet security obligations when engaging in Defence projects, contracts and tenders.

Upcoming Rollouts

Our readiness to be innovative and bold when tackling difficult, high-risk projects continues to set new benchmarks within the industry and optimise quality, value and project outcomes for our

customers. To keep delivering on these outcomes, we understand our need to continually improve our technology offerings in order to keep up with project demand.

That's why, over the next 24 months, we are looking to launch the following initiatives.

Tender Management Application

A bespoke web application to provide better visibility of our pipeline of opportunities and tenders, this application will allow us to better track projects across our business and include a comprehensive dashboard showing budgets, opportunities, upcoming tenders, and the volume of pending works. This application will improve our strategic decision making, while lowering risk and allowing us to build stronger customer relationships.

Resource Management Platform

This platform will enable our teams to take full control of our operational resources and easily manage our fleet documentation, compliance and scheduling. It will provide our business greater visibility of our workforce's

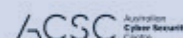
skills and qualifications, as well as preventative maintenance and fault management. The platform will allow effective resource utilisation by matching the right people to the right projects.

Performance Management Repository

A central repository for line managers to track and record performance-related information, this will allow us to more easily track performance-related information and targets. It will provide benefits through digital performance management and record keeping.

Timesheets and Employee Self Service Software

We are refreshing our timesheet system through the development of a responsive web application that will provide employees with the ability to submit weekly timesheets, access leave balances and requests, update personal details, and view payslips. This software will provide efficiencies through enhanced functionality and accessibility.





HIDDEN VALLEY RACEWAY

It's been all systems go at Hidden Valley race track in the lead up to the Merlin Darwin Triple Crown V8 Supercars Indigenous Round held over 17-19 June 2022.

Installation of Crash Barriers Project

The McMahon Services NT team was awarded the contract to provide additional set back and straightening of existing crash barriers. Programming and timeliness of delivery were critical to ensure completion ahead of the V8 Supercars weekend.

The team was also challenged with delivering works in and around ongoing weekly Motor Sports NT track activities. The project was completed ahead of schedule with the addition of variation works requested by the client.



JESSIE FREEMAN, THIRD GENERATION TRUCKIE

Our very own Jessie Freeman, third generation truckie, is kicking goals with McMahon Services, and in the industry.

Jessie was recently interviewed by "Big Rigs", where she discussed her passion for trucking, and what led her down the trucking path.

She is passionate about safety in the workplace, which for her, is the road and the worksite.

She was also recently chosen by Women in Trucking Australia (WiTA) to take part in a Christmas road safety television campaign titled "Will YOU Be Next?", where she starred alongside several

other female MC truck drivers. Funded by the National Heavy Vehicle Regulator's (NHVR) Heavy Vehicle Safety Initiative, the campaign's aim was to educate motorists on how to safely share the roads with trucks.

Jessie says of her time at McMahon Services "The culture allows for drivers to build great working relationships with other drivers, and we get the opportunity to obtain tickets, build on other skillsets, and operate different machinery, while continuing with our main passion of driving. There is unlimited scope for professional growth and development at McMahon Services."

Jessie has made quite the impression since commencing with us 10 months ago, and we are proud to have her on our team, and can't wait to see what she continues to achieve.

To learn more about Jessie's story, visit the link below;

<https://bigrigs.com.au/index.php/2022/03/09/third-generation-truckie-continues-kicking-goals/>

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